A STUDY TO DETERMINE THE BEST APPROACH FOR CONDUCTING A FORMAL AMBULATORY SURGERY PROGRAM AT WILLIAM BEAUMONT ARMY MEDICAL CENTER EL PASO, TEXAS

A Graduate Research Project
Submitted to the Faculty of
Baylor University
In Partial Fulfillment of the
Requirements for the Degree

of

Master of Health Administration

by

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May 1982



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I. INTRODUCTION

Historical Perspective

Major changes to improve quality of health care and to contain costs through more efficient use of available resources are taking place within the health care industry in the United States. The concept of ambulatory surgery has become widely accepted in the past decade, and has provided an effective means of containing costs. This concept is neither new nor revolutionary, but has been in existence since the turn of the century. The first published report of ambulatory surgery appeared in the British Medical Journal in 1909, when Dr. J.H. Nichol reported on 7,320 operations he had performed on ambulatory patients at the Royal Glasgow Hospital for Children.

In spite of early successes in ambulatory surgery, the concept was slow to gain wide acceptance. By the late 1930's, as medicine advanced and specialization increased, the medical profession concentrated on performing surgical procedures in an acceptable hospital and discouraged surgery done outside the hospital environment. After World War II the specialty of anesthesiology experienced an explosive growth rate. Anesthesiologists, by the nature of their specialty, must work in the hospital environment; thus, the movement toward centralization of surgical services within the hospital was accelerated. The results of this movement was to create a public impression that first class surgical therapy could only be carried on in the confines of the hospital. 2

As medical knowledge and technology expanded, the domand for health care service increased. With the proliferation of third party payment mechanisms, particularly the introduction of the MEDICARE and MEDICAID programs in the mid-1960's, both the demand and the cost of health care experienced tremendous annual increases. The majority of each health care dollar has been taken by hospital costs. As a result of this cost dilemma, health care managers began to search for more efficient alternatives, and the resurgence of ambulatory surgery became one of the inevitable products.

Probably the single most important factor which has led to the wide acceptance of ambulatory surgery in the health care industry is the tremendous improvement of anesthetics. The pharmaceutical industry has developed anesthetics that act rapidly and leave the patient with minimal prolonged side effects. In addition, the availability and use of short-acting narcotic and non-narcotic analgesics to treat pain, and drugs to manage nausea and vomiting, have reduced patient discomfort. In addition to pharmaceutical advancements, surgeons are now encouraging patients to become ambulatory sooner after surgery, which results in decreased recovery time. This relatively new thinking has further encouraged the use of ambulatory surgery.

In 1980 the American Hospital Association (AHA) conducted a survey to determine the prevalence of ambulatory surgery in the United States. The survey was mailed to all non-federal hospitals in 134 of the largest metropolitan areas, which represented approximately 50 percent of all hospitals in the United States. Of the hospitals surveyed, 70 percent (1,506) stated that they offered ambulatory surgical services of some type.

of these, 54 percent (803) stated they had organized ambulatory surgery programs. It was noted that there appears to be more of a tendency for a hospital to organize such a program as the number of hospital beds increase. The survey further showed that 18 percent of all surgery conducted in hospitals having ambulatory surgery facilities was done on an outpatient basis. There is no consensus as to the percentage of all surgical procedures that could be conducted in this mode. Various authors have estimated that about 20 to 40 percent of all surgery performed in the United States today could safely be accomplished on an ambulatory surgical basis.

There is no question of the importance of ambulatory surgery in our current health care delivery system. In the past few years the American experience with this concept has increased dramatically. Based on current trends, it is widely predicted that the practice of ambulatory surgery will continue to increase in popularity.

Definitions Relevant to Ambulatory Surgery

Ambulatory surgery has been termed "same-day surgery," "outpatient surgery," "in-and-out surgery," and "short stay surgery." For the purposes of this research project the American Hospital Association's definition of ambulatory surgery will be used. It is:

Scheduled surgical procedures provided to patients who do not remain in the hospital overnight. 5

Although surgery is often performed in a variety of places outside the main operating room (OR), such as the physician's office, various outpatient clinics, and in emergency departments, this study will not specifically address those procedures currently being done in such areas. Only those procedures being done on an inpatient basis that could be performed on an outpatient basis in a program designed to provide scheduled surgical procedures to outpatients will be addressed.

Questions Raised Regarding Ambulatory Surgery

The primary question raised when ambulatory surgery is first being considered by a hospital is whether the addition of this service will decrease the demand for hospital beds, or increase workloads because of existing backlogs and unmet demands for more complicated procedures. Stated another way, would Rosmer's Law come into effect where an increase in supply would create an increase in demand for health care resources? Naturally the answer to this important question can only be determined by extensive forecasting studies and/or empirical measurement once such a project is implemented.

Major subjective variables which must be considered are the levels of acceptance of such a program by both physicians and patients. Closely associated with the acceptance question is number and types of surgical procedures that physicians will agree to perform in an ambulatory surgery setting. Numerous lists of surgical procedures which are performed in this setting have been published by various sources. One such list of common operative procedures in ambulatory surgery published by O'Donovan⁶ shows approximately 280 different procedures.

Another question raised concerns the cost of implementing an ambulatory surgery program. Although many articles can be quoted which substantiate the direct cost savings to the patient and third party payors, the overall economic impact on a given hospital or a specific area would

require a careful study prior to implementation of ambulatory surgery. The primary issue in the civilian sector is the overall effect on the patient census when ambulatory surgery is practiced. In communities where existing facilities are already over-burdened with a demand for surgical services, such programs would most likely provide valuable relief at a lower cost. In communities where demand for surgical services is insufficient to fill available hospital beds, the addition of such facilities may exacerbate the hospital's financial problems. Regardless of the setting, one fact remains: ambulatory surgery is less expensive for many patients.

In studying the effects of ambulatory surgery, it is important to separate the measure of successes between the financial and the medical aspects. A program may be medically successful if it can prove that it achieves all of its objectives, while at the same time it may be financially unsuccessful. The explicit objective of any health care program is the delivery of quality health care to patients; an implicit objective is to remain financially viable in order to continue rendering such care.

The overall question of cost is a matter of perspective. In the civilian sector financial profitability is the dominant factur. While cost containment, or the efficient use of resources, is an important factor in the military sector, there is probably less incentive for military commanders of hospitals to reduce services or to substitute outpatient services for inpatient services in the name of cost efficiency. The idea of ambulatory surgery presents the perfect example of this lack of inducement. Using the existing workload measurement of the Medical Care Composite Unit (MCCU), which provides a major driving force for funding, a hospital admission provides approximately 30 times the workload credit of an

ambulatory visit. Consequently, the commander's major incentive is to insure that admissions remain high, and beds remain filled in order to justify next year's budget.

Another cost perspective related to the question of overall demand for ambulatory surgery is that of personnel staffing. In the civilian sector, staffing positions can generally be created or abolished rather quickly, dependent upon need. Within the military environment, however, staffing changes require a great deal more bureaucratic red tape. If the decision to implement ambulatory surgery requires the performance of a greater workload using only existing staff, i.e., the "take it from your hide" approach, then implementing ambulatory surgery in a military hospital may prove to be a very unpopular alternative, particularly for the nursing staff.

A final question relates to the quality of care. Supporters of ambulatory surgery have pointed out that a large number of precedures can be carried out under general anesthesia on a same day basis with no detriment to the patient. While cost issues are far from clearly resolved, there appears to be a greater consensus regarding quality in ambulatory surgery. Davis states that physicians should regard ambulatory surgery as not only being cost-effective medicine, but good medicine. If we are to assume that this preliminary evidence is correct, and that it is possible to maintain or even improve the quality of surgical care by use of the ambulatory setting, then the primary issue that remains is how to implement appropriate mechanisms to insure that high quality is continuously maintained.

Factors Prompting This Study

William Beaumont Army Medical Center (WBAMC) is a 463-bed hospital that serves an active duty, retired, and dependent population of approximately 140,000. Located adjacent to Fort Bliss, Texas, WBAMC has one of the larges, ratient care workloads of any Army medical treatment facility. In addition to the primary mission of patient care, WBAMC also conducts numerous graduate medical education programs, including a large medical internship program and residencies in Internal Medicine, Pediatrics, Obstetrics/Gynecology, Orthopsedics, Pathology, and General Surgery. Phase II of the Academy of Health Sciences U.S. Army Anesthesiology for Nurse Corps Officers and the Operating Room Nursing Course are also conducted.

Approximately 450 operative procedures are done monthly at WBAMC. Facilities exist to accommodate a very wide range of surgical procedures. There are eight operating rooms located in the main operating suite. Six to seven of these rooms are in use at any time during normal operating hours. Present surgical staffing is for seven operating rooms on weekdays until 1500, and two rooms at all other times.

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The fact that ambulatory surgery has been widely acclaimed in the civilian health care industry, and yet not widely practiced in the Army in an organized fashion, opens the questions of not only why isn't this more popular, but how can such a service best be conducted by a military hospital? It is evident that a properly structured program could improve efficiency at WBANC. Therefore, the purpose of this study is to determine the best approach for implementing an ambulatory surgery program. It should be noted that any model to be developed herein would be relevant

in many ways for other Army MEDDACs and MEDCENs, because of the great similarities that exist in mission and population served.

Limitations to the Study

established and uniform cost accounting system that is capable of isolating and identifying direct and indirect costs for selected surgical patients in Army facilities. While the Uniform Chart of Accounts (UCA) provides useful information for identifying overall costs, only generalized conclusions regarding cost effects from ambulatory surgery can be rendered. It is therefore not feasible to conduct a cost-benefits analysis that provides a totally accurate financial impact to be derived by implementing ambulatory surgery.

A second major limitation to this study is the inability to determine the actual staff manpower required for various types of surgical patients; therefore, manpower savings from ambulatory surgery cannot be accurately predicted. When the Uniform Chart of Accounts, Personnel (UCAPERS) becomes fully operational, such data may increase the level of sophistication possible for studying staffing impacts of ambulatory surgery.

A third limitation is the availability of nursing staff to operate additional nursing facilities. At present, the WBAMC Nursing Service, like most in other Army hospitals, faces an overall nursing staff shortage. To remove nurses from other services to staff ambulatory surgery areas is not likely; therefore, implementation of such a service will require requesting additional space allocations. This limitation was

imposed by the WBAMC Chief of Professional Services. One assumption of this study is that if implementation of ambulatory surgery actually results in a decreased inpatient census, some additional nursing staff could be shifted from other duties to assist in the program. Conceivably, the implementation of this concept could eventually allow for an overall nursing staff reduction. Considering existing staff shortages, the probable effect would be to allow the Nursing Department to fill other patient care areas experiencing critical shortages.

The final limitation is that no construction will be possible to separate a proposed ambulatory surgery program from existing surgical facilities. Because of this, any model proposed must use the main operating room and other existing treatment/diagnostic facilities.

FOOTNOTES

¹M. kobert Knapp, "Ambulatory Surgery," <u>Medical Group Management</u>, Sep/Oct 1979, p, 51.

²Ibid, p. 51, passim.

³Linda A. Burns, Mindy S. Ferber, "Ambulatory Surgery in the United States: Development and Prospects," The Journal of Ambulatory Care Management, Vol 4, No. 3, Aug 1981, p. 2.

4Ibid.

⁵Lecture given by Mindy S. Ferber, American Hospital Association, Division of Ambulatory Care, to the AHA seminar titled, "Ambulatory Surgery: Implementing and Managing a Successful Hospital Program," Minneapolis, MN, 29 October 1981.

6Thomas R. O'Donovan, ed., Ambulatory Surgical Centers Development and Management, Germantown, MD: Aspen Systems Corporation, 1976, Appendix C, pp. 203-207.

7Michael J. Goran and Magruder C. Donaldson, "Role the Federal Government in Ambulatory Surgery: Implications of Quility Assurance," Ambulatory Surgical Centers Development and Mana ment, Thomas R. O'Donovan, ed., Germantown, MD: Aspen Systems Corp., 1976, p. 144.

8Allen Weltman, "Cost Determinations and Constraints in Ambulatory Surgery," Ambulatory Surgical Centers Development and Management, Thomas R. O'Donovan, ed., Germantown, MD: Aspen Systems Corp., 1976, p. 158.

9 James E. Davis, "Developing the Ambulatory Surgical Unit: The Physician's Responsibility," The Journal of Ambulatory Care Management, Vol 4, No. 3, Aug 1981, p. 34.

II. DISCUSSION

Impact on Costs and Efficiency

As the subject of ambulatory surgery has become one of great interest in the health care field, various questions have been raised as to its economic effect. While direct cost savings can be demonstrated at the institutional level, the same is not clearly evident at the national level. Whether money will ultimately be saved by widespread incorporation of ambulatory surgery will be largely dependent upon such complicated variables as reimbursement policies of third party payers, availability and need of surgical services, pricing behavior of hospitals, capital costs, and changing styles of medical practice. Variables that affect savings at the national level must be molded to stimulate sound planning and implementation of ambulatory surgery at community and institutional levels.

Demands for cost containment, efficiency, and high-quality services will not abate. To ignore these forces is to invite greater problems for the future. Ambulatory surgery is worthy of serious consideration because of the proven cost savings numerous hospitals have realized. Grossman maintains the crux of the entire cost savings issue is not whether ambulatory surgery should be performed, but where it should be performed. If there is a community need for additional surgical capacity, separate facilities should be constructed for ambulatory surgery. Where excess surgical capacity is available, existing hospital facilities could be utilized for implementing this concept.

Unfortunately the military sector is far behind the civilian health care industry in implementing organized ambulatory surgery programs. As noted earlier, the lack of incentives is probably due to the workload accounting system, which provides little stimulus to treat patients on an outpatient basis. The idea of implementing any program that proposes to remove patients from hospital beds and decrease MCCU credits has naturally received little serious consideration from military managers. The most often expressed criticism regarding the MCCU formula is that a relatively simple accounting system is imposed upon a very complex medical delivery system, and levels of intensity in resource expenditures are not properly credited.

actually increase total beds occupied in some areas. More important, total productivity of a hospital can be significantly increased with expenditure of only limited additional resources. Crouse-Irving Memorial Hospital of Syracuse, New York, increased total percentage of bed occupancy from 82 to 92 percent in four years following implementation of ambulatory surgery. It can be concluded that hospitals experiencing nursing staff shortages resulting in surgical backlogs due to lack of beds, can greatly benefit from this concept. Ambulatory surgery can free needed hospital beds for patients requiring more complicated surgical procedures. The average length of stay (LOS) for patients actually occupying beds will increase under such circumstances.

Proponents of ambulatory surgery usually cite efficiency as its principal merit. Providing a specific amount of surgical services, defined as "appropriate" by surgeons, at the least possible overall cost, is of

vital importance to cost containment.⁴ The specific responsibility of health care managers is to insure optimum productivity of resources under their control. Drucker points out that increase of productivity is, in part, achieved by innovation, or the shift from old and declining resources to those that are new and productive.⁵ In this context it is clear that the inpatient treatment of certain categories of surgical patients for elective or minor procedures may represent obsolete, unproductive, and wasteful medical practice.

Military administrators must develop ambulatory surgery models to fit the needs of the military population. These programs must be formulated in a fashion that will efficiently generate the MCCU credits necessary to justify any losses that might be incurred elsewhere. Hospital commanders must be provided necessary incentives to shift resources and funding to accommodate such programs.

Quality Assurance in Ambulatory Surgery

Ambulatory surgery has been proven to be not only an efficient, but a safe form of medical practice. The Freestanding Ambulatory Surgical Association, which represents about 100 members, recently reported on results of surgical procedures performed in 36 freestanding facilities. This report showed that nearly a half million procedures had been performed with no fatalities. Patients transferred to hospitals numbered 233; 89 were unanticipated; and eight were emergency transfers.

An extensive study by Natof found that of 13,433 patients treated at a freestanding center, only 106 medical, surgical, and anesthetic complications occurred. Of these, 16 patients required hospitalization.

There was no report of cardiovascular collapse or death. The study concluded that many surgical procedures can be performed safely in the outpatient setting.⁷

In February 1981, the Board of Regents of the American College of Surgeons issued a statement regarding ambulatory surgery. A portion of this statement follows:

. . . the American College of Surgeons approves the practice of performing certain operative procedures in ambulatory surgical facilities, provided that appropriate quality assurance measures are in force. Of prime concern is the patient's suitability for ambulatory surgery as well as the provision of proper standards for physician privileges and facility accreditation.

The WBAMC Quality Assurance Program (QAP) provides necessary mechanisms to monitor quality of care provided in the proposed program.

Quality of care provided will be equal to that provided inpatients. Expected patient outcomes proposed as program standards are:

- 1. Surgical procedures shall be performed safely and accurately by qualified personnel.
- 2. Procedures will be coordinated in such a way as to provide for accuracy of scheduling and efficiency of time for the patient, staff, and physician.
- 3. The physician will insure that the patient adequately understands the procedure to be performed, and suffers no undue anxiety from lack of knowledge.
- 4. The patient must understand his/her responsibilities of self-care both before and after the procedure.
- 5. The patient, or a responsible party, must know exactly what untoward signs or symptoms to watch for after discharge, and what action to take should complications develop.
- 6. Qualified personnel shall be available at all times to answer the patient's questions.
- 7. The patient must understand what prescribed drugs are for, when to take them, and what precautions to observe when taking these drugs.

- 8. The patient must be assured of safety in traveling home following discharge.
- The privacy of the patient must be provided for and respected.
- 10. The patient's valuables and personal effects must be maintained in a secure area until discharge.
- 11. The patient will be treated as a unique individual with the respect and dignity which is recognized as a fundamental right of every patient entering WBAMC.9

Models for Ambulatory Surgery

The primary tasks of health care managers involved in the planning and development of ambulatory surgery programs is to gain a good
understanding of the basic concepts, then conduct a functional analysis of
how such a program can best be performed in a particular setting. Much
useful information can be gained from reviewing various ambulatory surgery
models that have been implemented.

Two basic models of ambulatory surgery exist: those that utilize existing hospital main operating room (OR) and recovery facilities (hereafter termed the "integrated model"); and those where surgery is performed in separate facilities specifically created for such a purpose, either on or off the hospital campus, (hereafter termed the "freestanding model"). 10 Although ambulatory surgery can take place in many settings, the most common is the hospital. 11

Several different forms of the integrated model have evolved.

Some hospitals have developed rather formal programs which utilize a separate nursing unit for the reception, processing, recovery, and discharge of the patient. Other hospitals have totally integrated these patients with

other surgical patients. In this less formal setting, patients are discharged directly from the recovery area when they have recovered sufficiently from the anesthesia. Although such patients are treated on an outpatient basis, some hospitals may do a "paperwork admission."

The most obvious advantage of the integrated model is that ambulatory surgery capability can be established without making large capital expenditures for new construction. This means that services can be more quickly established. Many economies are realized when inpatient facilities can be tilized for outpatient procedures. When surgery is performed in the hospital, surgeons can do more complex procedures because extensive diagnostic and treatment resources are realily available for use. For example, if the pathology report on a breast biopsy shows cancer, more definitive surgery could be performed at that time rather than waiting until the patient could be transferred to the inpatient area of the hospital. 12

Barkoff notes that the potential for sharing of medical ancillary support services in a hospital setting is a fixed blessing. Such sharing arrangements usually create complex circulation patterns and complicate the organization of an efficient ambulatory surgery unit. 13

The introduction of ambulatory surgery cases into already busy main ORs makes scheduling more difficult. Those responsible for scheduling may consider these procedures of lower priority since they are minor or elective. Ambulatory cases must be scheduled during morning hours to allow sufficient time for the recovery and discharge of patients that same day. This can produce conflict since surgeons consider morning hours as trime time for performing their surgical procedures.

Bumping, or rescheduling of surgery cases, can be a major obstacle in development of an effective integrated model. Bumping is a problem at WBAMC due to procedures taking longer than scheduled, or because of emergency procedures taking precedence over scheduled cases. 14

Insuring that ambulatory cases are sequentially scheduled in a particular OR would certainly increase overall productivity of the OR suite and should reduce bumping of these cases.

The turn-around times of rooms between cases in the main OR area are necessarily longer than in a freestanding model since more complex cases are mixed with ambulatory cases. Minor cases usually involve less surgical equipment; therefore, turn-around times in freestanding models are ordinarily as short as ten to fifteen minutes. Although no studies have been done at WBAMC, time between cases is thought to be much longer. A planning turn-around time of 30 minutes would be fairly accurate. The fact that WBAMC conducts extensive training programs in the ORs would also be a prominent factor. Students normally require longer times to perform cleaning and set up tasks than experienced staff members. 15 Integrated models are generally less efficient than freestanding facilities since they are not tailored specifically to minor or elective procedures; therefore, fewer cases can be expected to be completed during a given time.

Another problem of the integrated model involves perceptions of the surgical and recovery staffs toward ambulatory patients. These staff members are routinely involved in complex surgery cases and may consider minor cases less interesting and perhaps not worthy of the same attention. Ambulatory surgery patients, particularly those receiving a general anesthestic, require rather intense care, even if only for a short time. Every

effort must be made to insure that the special needs of these patients are understood by staff members.

The integrated model may not lend itself to an overall increase in total number of surgical cases performed in the main ORs if a full surgical workload already exists. The size of the assigned OR and recovery nursing staffs and the physical space available in recovery areas for bed expansion, are primary limiting factors which could preclude an increase in the number of surgical cases. Establishment of an integrated model will reduce existing surgical backlogs only if added effort is made to improve scheduling procedures and reduce turn-around times between cases.

The freestanding model represents a much larger investment of resources for ambulatory surgery. A much more efficient service can be provided when separate facilities are designed for this concept. The freestanding model tends to alleviate those disadvantages noted in the integrated model. Because this model is tailor-made, the many complexities in integration of ambulatory cases with other surgical cases are eliminated. Scheduling complications are greatly reduced and more cases can be completed per day in each freestanding OR since most minor procedures, with the possible exception of some plastic surgery cases, are of short duration with shorter turn-around times. Probably the greatest advantage of the freestanding model is the creation of a larger surgical capability. A greater number of surgical procedures can be accomplished without imposing a corresponding burden on the main OR and recovery staffs. Where there is an unmet demand for more complicated surgical procedures, additional main OR time and nursing beds are made available for such purposes. Because the nursing and administrative staff necessary to operate the freestanding

facility is small and appropriately proportioned for the specific mission, greater capacity is realized with a relatively small staff increase.

The greatest disadvantage of the freestanding model is the rather large capital investment required to design and build a new facility. A thorough marketing analysis is required to insure sufficient justification for this type venture. Kraft maintains that at least 2000 cases per year must be projected before this model should be considered. A related disadvantage is the longer time required to implement ambulatory surgery when the freestanding model is selected. In the military sector, where construction projects face a long and involved bureaucratic process for approval, implementation of ambulatory surgery from a freestanding facility could take many years. Under such circumstances the only feasible alternatives for many military hospitals may be incorporating the integrated model or reallocation of existing space to house a freestanding service.

Selection of Pacients

Generally speaking, ambulatory surgery is concerned with minor procedures which do not constitute a hazard to the patient. Appendix A provides a list of ambulatory surgery procedures performed by various surgical specialties. Typical cases are nonemergent, noninfected, and elective. While the rate will vary greatly among hospitals, a large proportion of these cases performed in existing programs are done under general anesthesia. Such procedures are usually of short duration, often less than one hour, and require less than a two-hour stay in the recovery room. 19

Lieberman, et al., maintains that ambulatory surgery is based on two well-tested premions:

- A large variety of minor surgical procedures, either emergency or elective, do not require overnight post-surgical care and observation.
- 2. It is rarely necessary for such a patient to remain overnight in the hospital solely for post-anesthesia care and observation. 20

The following American Society of Anesthesiologists patient classification system provides a useful guide in selecting patients for ambulatory surgery:

- Class I. A normal healthy patient for an elective operation.
- Class II. A patient with a mild systemic disease.
- Class III. A patient with a severe systemic disease that limits activity but is not incapacitating.
- Class IV. A patient with an incapacitating systemic disease that is a constant threat to life.21

As a general guidaline, the majority of Class I and Class II

patients can be considered candidates for ambulatory surgery. The Surgicenter at Walter Reed Army Medical Center accepts both classes of patients into their program. 22

Patients who are to undergo this type of surgery must make arrangements to be transported home and to have a responsible adult remain with them for a period of approximately 24 hours. Single, active duty soldiers residing alone or in the barracks are not good candidates for the program, nor are patients who must commute long distances to the hospital.

Other Class I and Class II patient, who should not be considered for ambulatory surgery are:

- Patients who are below the average range of intelligence or senile. Retarded children or adults under the close supervision of their families can be an exception.
- 2. Patients with severe character disorders, especially alcoholics and other drug abusers.
- 3. Uncooperative, hostile, or litigious patients.²³

Planning the Feasibility Study

In development of the feasibility study as it relates to ambulatory surgery at WBAMC, the first step is to establish strategic goals for such a program. Some goals considered by civilian hospitals are:

- 1. Maintain current market share.
- 2. Develop new markets.
- 3. Maintain/generate revenue.
- 4. Increase inpatient treatment efficiency.
- 5. Attract/maintain physicians. 24

The primary goal recommended for WBAMC's proposed program is to improve efficiency by removing certain classes of surgical patients from inpatient rolls. This must be done without significantly degrading the funding level of the medical center. A second goal is insuring that high quality assurance standards are continually maintained. The heuristic approach will be used in formulating the proposed model since a similar program does not exist, and because of multiple variables which must be considered.

The three basic components of a feasibility study are (1) market and (2) internal assessment, both of which are used for forecasting utilization levels; and (3) financial projections. 25 Market assessment will not be addressed for this study as WBAMC's catchment area is well-defined and no market competition exists.

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Internal assessment can best be accomplished through use of a questionnaire designed to solicit information regarding types of procedures presently being performed that may lend themselves to surgery in the outpatient mode. It is also useful to gain some insight as to probable level of physician acceptance that can be anticipated.

Based on input from staff physicians, demand forecasts can be developed by retrieval of WBAMC workload data from the Army's Individual Patient Data System (IPDS) (RCS MED-345). The Uniform Chart of Accounts (UCA) can be used to develop generalized financial projections.

Development of the Demand Forecast

Determination of probable types and numbers of surgical procedures that would be performed in the proposed program was accomplished by a study of past workload data for selected procedures. Key staff physicians were provided a list of surgical procedures and a short questionnaire (Appendix B). The questionnaire was purposely kept very brief to increase the probability of physician response. Questionnaires were forwarded to the following individuals with 100 percent response:

Chief, Department of Surgery (information only)

Chief, Department of Obstetrics/Gynecology

Chief, Department of Orthopaedics

Chief, Ear, Nose, and Throat Service

Chief, General Surgery Service

Chief, Neurosurgery Service

Chief, Ophthalmology Service

Chief, Peripheral Vascular Surgery Service

Chief, Plastic Surgery Service

Chief, Urology Service

Chief, Oral Surgery Service

Following a review by the Chief, Department of Surgery, the list of procedures recommended by the respondents was coded in the International

Classification of Disease, 9th Revision, (ICD-9) format by the Medical Records Administration Section of WBAMC Patient Administration Division. The coded procedures were then forwarded to the Special Studies Support Branch of the Patient Administration Systems and Biostatistics Agency (PASBA), Fort Sam Houston, with a request for retrieval of WBAMC workload data (Appendix C).

Requested workload data were returned by PASBA (Appendix D).

Report 1, Selected Sole Surgical Procedures, WBAMC, shows the number of patients and corresponding bed days for CY 1980 and 1981, for the 85 procedures studied. It should be noted that data provided shows only those procedures done alone and not in conjunction with another coded procedure. This was specified to insure that data would be captured only on patients whose procedures would be eligible for ambulatory surgery. The presence of other, more complicated procedures, done in conjunction with coded procedures studied would provide invalid data for demand forecasts.

Total number of patients and corresponding bed days for each of the coded procedures is itemized by service at Table 1. Due to the non-availability of data for December 1981, totals for the first eleven months of CY 81 were multiplied by a factor of 1.083 to provide expected totals for CY 81. This was based on the assumption that workload is relatively constant for each month. A study of monthly data shows no significant decrease for December 1980.

TABLE 1
WBAMC WORKLOAD OF SELECTED SOLE PROCEDURES

	CY 1980		. JAN	. JAN-NOV 1981		ADJUSTED CY 81	
SERVICE	NO.	BED DAYS	NO.	BED DAYS	ŅO.	BED DAYS	
Plastic Surgery	231	1300	207	1336	224	1447	
ENT	83	270	72	258	78	280	
Orthopaedics	180	847	117	753	127	816	
Ophthalmology	146	571	. 120	435	130	471	
OB/GYN	391	658	323	578	350	626	
General Surgery	290	1446	233	1112	252	1205	
Urology	22	100	16	7 4	17	80	
Oral Surgery	55	273	50	401	54	434	
TOTALS	1398	5465	1136	4947	1232	5359	

In developing a demand forecast for ambulatory surgery, Kraft recommends that hospitals review all surgical procedures resulting in a length of stay of one to three days. 26 This information was requested from PASBA, and was provided in Reports 2b and 3b, which give workload data by frequency of occurrences (number of patients) for CY 1380 and 1981, respectively.

A study of data for both CYs in Report 1 shows that the vast majority of those coded procedures listed resulted in average LOS greater than three days. In CY 1980 for example, approximately 24 percent of those procedures showed an average LOS of three days or less, 40 percent showed four days or less, and 60 percent showed six days of less. It is not possible to pinpoint exact reasons for these longer LOS's for what are considered relatively minor procedures. The fact that WBAMC is a teaching facility is undoubtedly a large factor for the higher accumulation of bed days. The teaching environment simply requires a more structured approach to the practice of medicine, which in turn requires more time per patient. It is

postulated that in military hospitals with a teaching mission, workload studies for procedures resulting in a LOS of five days or less may render better information from which to develop a demand forecast.

In an effort to determine if the selected sole procedures listed in Report 1 constitute the majority of those most suitable for consideration for ambulatory surgery, a comparison was made of total number of patients undergoing those procedures with totals of all patients listed in Reports 2b and 3b. In CY 1980 the selected sole procedures studied accounted for 50.7 percent of all surgical patients with a LOS of three days or less. For CY 1981, 45.2 percent of the patients were attributed to these procedures.

Report 1 for CY 1981, to insure that no group of coded procedures that show high frequency was inadvertently eliminated from the study. Procedures with a frequency of 20 or more on Report 3b were noted. It was observed that a relatively large number of endoscopy procedures, many of which are done on an outpatient surgery basis at many civilian hospitals, were not considered. Most significant of these were Laparoscopies (Code 1694), which show a frequency of 57. Other procedures that had high frequencies were Special Radiologic Procedures, Computerized Tomography (CT) Scans, and Diagnostic Nuclear Medicine Studies, all of which would probably not be candidates for the proposed program. From this it is concluded that a majority of the more frequent procedures were identified. Although many of the less frequent procedures would also be eligible for this program, they were not studied further.

One error was noted in the coding of procedures submitted to PASBA. The Chief, Peripheral Vascular Surgery, recommended that angiographies be considered for ambulatory surgery. Only arteriographies of the thorax (Code 3329) were entered; therefore the returned data did not reflect other angiography procedures that should also be considered. Based on all angiographies listed on Reports 2b and 3b (Codes 3309 through 3349) a total of 68 occurrences were noted in CY 1980 and 99 for CY 1981. These figures will be used in the utilization forecast.

A review of the questionnaire responses revealed that an organized ambulatory surgery program would be considered very beneficial for WBAMC. Of the ten physicians questioned, nine felt that such a program would be beneficial, one was undecided. Eight physicians stated that their services would be frequent users, one was undecided, and one felt that the service would only be used occasionally due to type of surgery (neurosurgery) conducted. Six of the respondents stated they had experience with organized ambulatory surgery programs, and four stated they did not.

Various positive aspects of ambulatory surgery listed by responding physicians are as follows: (1) would provide for better bed utilization and conservation of resources; (2) would be a convenience to patients, patients would prefer returning home to familiar surroundings soon after surgery; (3) sense of well-being when convalescing at home; (4) parallels the state of the art in the private (civilian) sector; (5) would enhance the surgical training program.

Negative aspects cited by physicians included: (1) not applicable to certain active duty patients (i.e., single patients, or those living in a barracks); (2) there is a need to develop a better method of accountability to provide proper workload credit for such a program; (3) such a

program would require a change in scheduling and attitudes, i.e., smaller, shorter cases must be scheduled first to allow sufficient recovery time that same day.

Overall, the questionnaires revealed an overwhelmingly positive response favoring establishment of an organized program. The conclusion drawn is that the program would be frequently utilized by a majority of the surgical services for patients qualified to be entered into the program.

Following a detailed review of workload data on selected sole procedure studies and of overall predisposition of the surgical staff to-ward the program, a forecast of expected level of utilization was developed. These estimates are based on the assumption that only those procedures studied and listed in Report 1 would initially be included in the program. It is probable that as successes are noted, other procedures of less frequency would be included.

Consultation with the Chief, WBAMC Anesthesia Service and Operating Room, indicated that approximately 80 percent of all patients undergoing minor elective surgery are ASA Class I or II patients. 27 Considering the fact that not all Class I or II patients are eligible for the outpatient mode of surgery, it is further assumed that 70 percent of all patients undergoing the selected sole procedures studied would be eligible for this program.

Using the total number of patients listed on Table 1 and adding angiography patients not previously counted, 1,466 patients in CY 1980 and 1,331 in CY 1981 had one of the sole procedures listed. Using the 70 percent factor, 1,026 patients in CY 1980 and 932 in CY 1981 would have been considered eligible for ambulatory surgery. Based on these figures, it is

concluded that approximately 1,000 patients per year would initially be treated in the proposed program.

Patient Flow Through the Proposed System

The successful implementation of an integrated ambulatory surgery program is contingent upon establishment of a smooth and efficient patient flow through the system. Such a program will require the cooperation of a number of departments much the same as exists for treating inpatients. The major difference is that this program proposes to accomplish in a few hours those procedures presently being done in two or three inpatient days. Since the primary goal is efficiency, every effort must be made to eliminate system bottlenecks and insure expeditious flow patterns.

It is recommended that a separate ambulatory surgery nursing unit (ASNU) be established to provide coordination for the program, as well as required nursing and administrative support. Discussion of the proposed location and staffing will be presented later. With the exception of the ASNU, use of existing staff and facilities is recommended. Further, existing standing operating procedures will be used wherever possible to minimize confusion and inconvenience for both patients and staff.

Patients will be required to be seen on three separate days: (1) day of referral, (2) day of pre-anesthesia interview, and (3) day of surgery. Appendix E, The Proposed Ambulatory Surgery Procedural Guide, provides a detailed listing of individual tasks and responsibilities on each of these days. The following discussion is a general description of events for each day:

Day of Referral. -- Figure 1 depicts proposed patient flow on the day of referral.

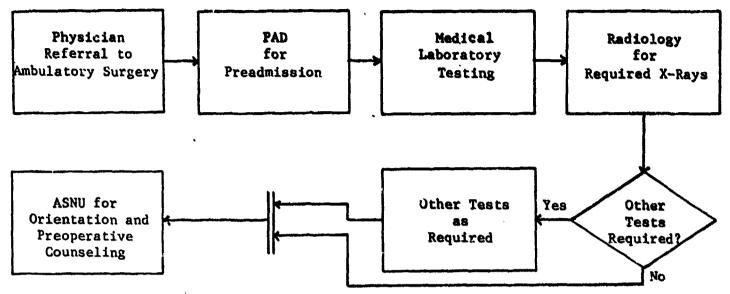


Figure 1. Day of Referral Activities

Patients will enter the program when the physician determines that the surgical procedure required can be done on an outpatient basis. It is important that a brief description of this concept be provided to the patient along with assurances that ambulatory surgery constitutes safe, state of the art medical practice. The patient should also receive a brief appraisal of additional responsibilities incurred by this mode of treatment. The advantages and conveniences of the system should also be addressed as deemed appropriate. A pre-admission physical examination should be conducted on the initial visit, and all required forms and medicallegal protocols should be completed at this time. Adequate instructions should be given regarding applicable day of referral activities.

A pre-admissions packet will be completed in the Admissions

Office of the Patient Administration Division (PAD). Although these patients are actually treated on an "outpatient" basis, since they do not

remain overnight, they will actually occupy a hospital bed for a very brief period. Pre-operative laboratory, x-ray, or other diagnostic tests should also be done on this day, but could be postponed to another day if necessary. Sufficient time must be allowed for the processing, recording, and transmittal of results to the ASNU prior to the day of the pre-anesthesia interview.

The ASNU is the final area to be visited on this day. An orientation to the ASNU should be conducted, followed by a short but complete preoperative teaching session designed to more adequately educate the patient regarding the program and his/her self-care responsibilities. It is recommended that a brochure be developed which provides information on those key teaching points discussed. Some information to be provided includes the following:

- a. The patient must adhere to the rule that no food or fluids can be taken after midnight prior to the day of surgery.
- b. If the patient feels confused or has unanswered questions, he/she should contact either the physician or the ASNU.
- c. The patient must notify the physician of any change in physical condition prior to surgery, such as a cold or fever. Even minor ailments may require special consideration.
- d. The patient should check with the physician before taking any medications prior to surgery. Medications prescribed by other physicians should be made known to the surgeon.
- e. Patients should leave all jewelry and valuables at home. A military identification card and medical card will be needed.
- f. Patients must arrange beforehand to have a responsible adult to drive them home following surgery. Patients must be cautioned against driving or important decision-making in the first 24 hours following surgery. 28

The use of videotapes as teaching instruments has proven very effective in a number of existing programs. The patient will be given an appointment for a pre-anesthesia interview prior to departing the ASNU.

2. Day of Pre-anesthesia Interview. -- The interview with the anesthesiologist of nurse anesthetist cannot take place until all pre-operative test results have been compiled. Thus, a separate hospital visit must be established to complete this important requirement. For patients who are to receive other than general anesthestics, necessary counseling and protocols can normally be conducted on the day of referral, but could be postponed until the day of surgery.

At the appointed time the patient will report to the ASNU where any pertinent pre-operative instructions are reiterated, to include the arrival hour on the day of surgery. The patient will be given necessary forms for the interview and asked to proceed to the Anesthesia Office. An anesthesiologist or nurse anesthetist will review the record, conduct the appropriate physical examination, and counsel the patient regarding the procedure.

3. Day of Surgery. -- Figure 2 depicts patient flow through the system on this day.

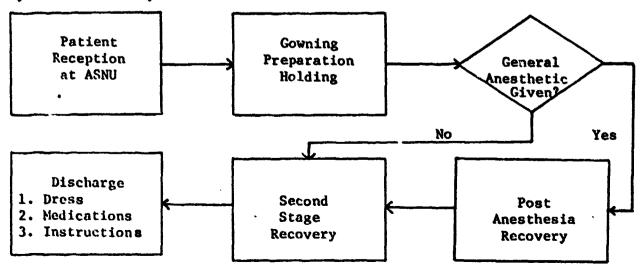


Figure 2. Day of Surgery Activities

Upon arrival, the ASNU Head Nurse, or designee, will affix the identification bracelet to the patient's wrist. The Ward Clerk will notify the Admissions Office of the admission. Following inprocessing, the patient will be escorted to the designated hospital room for gowning, where he will remain until transfer to the OR. Surgical preparation and transfer are the responsibilities of the OR staff.

If a general or regional anesthetic was administered, the patient will be transported to the Post Anesthesia Recovery Area (PAR), where he will remain until necessary recovery criteria are met with regards to activity, consciousness, color, ventilation, and circulation. General anesthetic patients will normally remain in the PAR a minimum of one hour. 29

Upon return to the ASNU by recovery room personnel, the patient is returned to his designated bed for further recovery and observation. At the appropriate times the staff will encourage ambulating and taking of clear liquids. As appropriate, post-operative teaching should be conducted. Patients should be told what to do should complications develop following discharge. A brochure containing appropriate phone numbers should be provided.

The patient's family plays a very important supportive role both before and after surgery, and should be included in teaching, as appropriate. Since ambulatory surgery is an especially effective program for certain pediatric surgical cases, the nursing staff must anticipate the special needs and concerns of the parents and provide indicated teaching or counseling.

Prior to discharge, the attending physician must conduct a physical examination and complete the discharge note. In the event complications

develop at any time on this day, the physician will make necessary arrangements to have the patient transferred to one of the surgical wards.

Once dressed and cleared for discharge, the patient will be escorted in a wheelchair to the appropriate discharge area by an ASNU staff member. Accrued hospital charges may be paid at the Treasurer's Officer prior to departure, or a bill can be mailed to the home address. Additional coordination may be required if medications are to be picked up at the Outpatient Pharmacy.

ASNU staff member, preferably the Head Nurse, call the patient to insure that recovery is progressing normally. This followup has proven very beneficial in many civilian ambulatory surgery programs. A patient satisfaction survey should also be developed for use as a monitor for the program. Every effort should be made to insure that effective, action-oriented patient relations remain in effect. The program can succeed only if the delivery of caring, high quality patient care is perceived.

Establishment of an Ambulatory Surgery Nursing Unit

WBAMC has a serious shortage of floor space to facilitate the expanding mission of many departments. This is mainly due to the vast increases in medical technology which were not existent when the architectural plans of the hospital were developed in the 1960s. The overcrowded conditions existing in most areas of the hospital make it difficult to identify a suitable area to accommodate an ASNU that could realistically be made available.

Some clinics have small operating rooms and other areas that could be modified to house a freestanding ambulatory surgery area, but proposing the use of one of these is not considered feasible due to existing missions and workload. Further, until ambulatory surgery has proven itself to be effective, it is probable it will suffer a rather low priority for both space allocation and staffing.

Faced with these limited alternatives, a search was made of the nursing wards in the main hospital to identify a suitable area. A study was made of average monthly patient census on each ward to locate an area with low patient density. Ward 10 East, the Acute Respiratory Disease (ARD) and ambulatory patient care ward, was found to have the lowest density by a very large margin. This ward, with 22 operating beds and an expansion capability of over 60 beds, had an average occupancy of only 6.9 beds per day from April 1981 to December 1981, the only recent months for which figures were readily available. During this time the average monthly range was 3.7 to 10.5 occupied beds per day. Inspection of the ward revealed that adequate space is available to use for an ASNU; therefore, this area is recommended. Figure 3 is a floor plan of Ward 10 East.

extent possible, it is recommended that it be located in one of the eastern corners of the ward. Initially two four-bed rooms and two two-bed rooms are recommended and could be expanded as demand increases. This should provide sufficient space and allow for a varied mix of patients at any given time. Rooms T-15 through T-18, or rooms T-19 through T-22 are specifically recommended. One of the two doctors's offices, T-68 or T-69

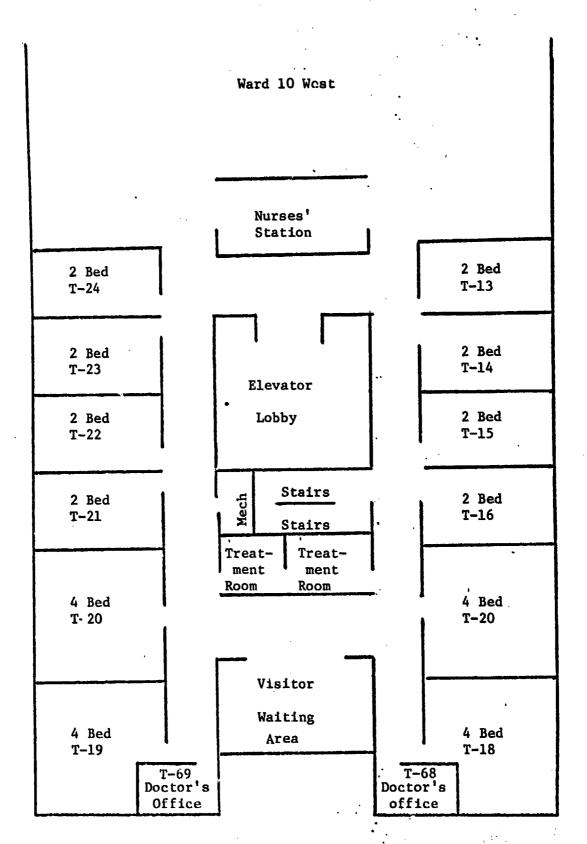


Figure 3. Ward 10 East Floor Plan

should also be made available for ASNU staff use. One advantage of locating in one of these areas is the close proximity of a large dayroom which can be used for a family waiting area.

Since the ward is not designed for the unique flow of ambulatory patients some compromises may be required. In assigning rooms, the ASNU head Nurse must consider not only age and sex of the patient, but also scheduled time of surgery. It is not advisable to mix pre-operative and post-operative patients in the same area, although it may not be possible to completely separate these patients. Patients suffering any minor post-operative problems or complications should be provided a private room when available.

In the event ASNU beds are required for use in an ARD crisis or other urgent situation, the ambulatory surgery mission could be temporarily terminated and the staff could be utilized for other duties as needed.

Staffing the Ambulatory Surgery Nursing Unit

Ambulatory surgery represents a different mode of accomplishing an existing mission and does not require a new mission statement for implementation. 30 Staffing requirements to be presented are based only on workload projections forecast in this study. As the program evolves and new procedures are incorporated by the medical staff, total productivity will increase significantly. Because of the large number of less frequent procedures not studied which could be included, it is very possible that over 2000 patients per year may eventually be treated in this program. Consequently, staffing levels above those to be recommended here may later be required in the ASNU.

Local appraisal is the yardstick code which must be used since no known prototype of the proposed ASNU exists in a military setting.

The work unit to be used for productivity management is the occupied bed day (OBD). The unit will remain operational from 0700 to 1630 on weekdays with surgery scheduled between 0800 and 1200.

The projected staff requirement of one registered nurse professional, two nurse assistants, and one ward clerk is recommended. The proposed Schedule X is at Appendix F. These requirements were made without reference to any possible personnel consolidations that may occur with the existing Ward 10E staff. This was done to present a clearer description of actual ASNU manpower requirements. Further, it seems appropriate to keep the ambulatory surgery mission separate from existing missions to the greatest extent possible because of its unique operational aspects.

The ASNU Head Nurse must be a registered professional nurse in order to adequately perform the wide range of nursing and supervisory requirements necessary in caring for patients with specialized and intense needs. Pre-operative nursing functions are concerned with assessment, planning, instruction, and physical and mental preparation. Postoperative nursing involves physical care, encouragement, postoperative teaching, and evaluation. 31

In order to provide better continuity in the ASNU, the two nurse para-professionals should be civilian positions. Because of the teaching and psychological aspects of ambulatory surgery nursing care, special consideration must be given to selecting only those individuals with good communicative and other interpersonal skills for the three nursing positions.

The ASNU Ward Clerk plays an important role in the program.

This individual is responsible for maintaining separate files for each patient. This requires gathering medical information from several different areas. The Ward Clerk must also coordinate scheduling with the referring clinics and perform duties as receptionist and clerical assistant.

Financial and Workload Projections

As noted in the Introduction, one of the greatest limitations of this study is the inability to precisely define the actual costs that could be saved in removing selected patients from hospital beds by implementing ambulatory surgery. Within the military's present accounting system, expenses are attributed to the various cost centers without regard to the amount of resources expended on any specific category of patients. To further complicate this dilemma, the relatively fixed costs such as Military Pay and Allowances (MPA) and Base Operation (BASOPS) expenses, which will not change with ambulatory surgery, are proportioned to each cost center through a form of step-down accounting used in the Uniform Chart of Accounts (UCA).

While the UCA does not lend itself well to precise cost isolation, the fact that various costs are itemized and credited to the different cost centers allows for development of some rather general financial projections. Since the UCA figures to be presented combine expenses of all categories of surgical patients, actual numbers should be used only to determine potentials for ambulatory surgery.

The UCA calculates cost per OBD for each service by summation of MPA, BASOPS, and Operation and Maintenance, Army (OMA) expenses credited

the assumption that 70 percent of patients receiving one of the selected solve procedures in CY 1981 would have been eligible for ambulatory surgery, Table arovides total expense that would have been attributed to these patients.

TABLE 2
COSTS PER OBD BY SERVICE

	Adjusted CY 81	FY 81 Cost		
Service	OBDs X	Per OBD	Total X	70%
Plastic Surgery	1447	\$163.91	\$237,178	\$166,024
ENT	280	242.85	67,998	47,599
Orthopaedics	916	170.73	139,316	97,521
Ophthalmology -		197.55	93,046	65,132
OB/GYN	23	259.59	162,503	113,752
General Surgery	205	220.26	265,413	185,789
Urology	(Oak all	187.28	14,982	10,488
Oral Surgery	410	171.18	74,292	52,005
Peripheral Vascu	ılar		·	•
Surgery	396	269.71	106,805	74,764
	TOTALS 5255		\$1,161,533	\$813,074

Within the \$813, 10 ff gure calculated, it is necessary to identify those variable costs which are subject to change with ambulatory surgery. Specifically, marsing ward costs should be studied since clinic, OR, and Recovery Room costs will remain fairly level. The following variable cost activities were selected for study: supply costs, which include both medical and non-medical supplies (up to \$200); linen costs; pharmacy costs; Department of Pathology (medical laboratory) costs; and ration costs.

Since the Departments of Obstetrics/Gynecology, Surgery, and Orthopaedics will be the only participants in ambulatory surgery, an examination of the above cost variables was conducted for nursing wards

. . . .

caring for patients of the three departments. Intensive care areas were excluded from the study. FY 1981 UCA cost figures were used. Supply costs were reported in dollars, but linen, pharmacy, and pathology costs were reported in number of procedures, or weighted procedures. Dollar cost was calculated by determining the hospital-wide cost of one procedure multiplied by number of procedures attributed to different cost centers studied. The cost of rations was studied separately using the average cost per ration served for the FY. Table 3 provides results of this study. Note that surgery includes all services previously listed, other than Obstetrics/ Gynecology and Orthopaedics.

TABLE 3
VARJABLE COST ISOLATION BY DEPARTMENT

		Ration	Linen	Pharmacy	Pathology		
	Supp1:/	Cost	Cost	Cost	Cost	Total	Cost/
Dept	Cost	(OBDx3.84)	(#ProcX.85)	(#WtProcX9.64)	(#WtProcX.81) OBD	OBD
OB/GYN	95617	55081	118190	577571	79146	14344	64.52
Surgery	189925	136965	184740	2565310	214233	35668	92.27
Ortho	65979	71274	103949	479416	50223	18561	41.53

Using figures from Table 3, and the demand forecast presented earlier, Table 4 shows total selected variable costs that would have been attributed to 70 percent of those patients receiving one of the selected sole procedures in CY 1981.

TABLE 4
VARIABLE COSTS FOR SELECTED SURGICAL PATIENTS

Department	Cost/OBD	Selected Procedure OBDs	Total Cost
Obstetrics/Gynecology	64.52	438	28260
Surgery	92.27	· 3019	278563
Orthopaedics	41.53	571	23714 \$330,537

Comparing the results of Table 2 and Table 4, it can be concluded that approximately 40 percent of total costs for those considered to be eligible for ambulatory surgery can be attributed to the variable costs studied. In the worst case estimate it is postulated that at least one—third of the \$330,537 should be saved with ambulator; surgery.

Actual costs of conducting the proposed program must also be considered in the financial analysis. Since no construction or equipment costs are required, the only additional costs will be manpower and limited amounts of supplies and linens. Manpower costs based on one captain with six years in service and three GS-04, Step 5, civilians is approximately \$64,000. Additional variable expenses of \$15,000 for the ASNU would raise the annual cost to \$79,000. The impact of lost revenue from payment of patient per diem rates was not calculated due to varying rates among beneficiaries, but is considered low. Total cost of conducting the proposed program should be approximately \$110,000.

In formulating conclusions regarding the overall impact of ambulatory surgery on WBAMC, it is helpful to determine the probable impact on reported workload. To do this, total MCCUs that were actually generated by the selected sole procedure patients were compared with that which would have been reported using ambulatory surgery. In this study, each patient enrolled in the proposed program was considered to have generated 11 MCCUs (1 admission plus 1 OBD). The exact "with" ambulatory surgery formula is as follows:

Number of patients X 10 + (.7) (Number of patients) X 1 + (.3) (actual OBDs) X 1 = MCCUs with ambulatory surgery.

Table 5 provides the results of this study.

TABLE 5
COMPARISON OF MCCUs FOR CY 1981 DATA

			MCCUs Without	MCCUs With
Service	Number	OBDs	Ambulatory Surgery	Ambulatory Surgery
Plastic Surgery	224	1477	. 3687	2839
ENT	78	280	1060	919
Orthopaedics	127	816	2086	1604
OB/GYN	350	626	4126	3933
General Surgery	252	1205	3725	3058
Urology	17	80	250	206
Oral Surgery	54	434	974	708
Peripheral Vascular	99	396	1386	1178
TOTA	LS		19065	15969

The loss of 3096 MCCUs would have been insignificant since this accounted for less than .5 percent of the total MCCUs reported for the year. This finding should alleviate the concerns of those who might oppose such a program on the grounds of lost workload credits.

Because the above financial and workload projections offer only general conclusions regarding the impact of ambulatory surgery at WBAMC, empirical studies are required to determine the exact benefits and cost savings. It can be stated, however, that implementation of the proposed program presents no apparent financial or workload risk, since in the worst case estimate the program would probably operate close to the break even point.

FOOTNOTES

Randolph M. Grossman, "Is Ambulatory Surgery Less Expensive?" Hospitals, May 16, 1979, p. 112, 116.

²Ibid.

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4Grossman, p. 112.

⁵Peter F. Drucker, <u>Managing in Turbulent Times</u>, Harper and Row Publishers, New York, 1980, p. 14.

⁶George L. Hoffman, "Quality Control in Ambulatory Surgery,"

<u>Bulletin of the American College of Surgeons</u>, Vol 66, No. 1, November 1981,

<u>P. 6.</u>

7Herbert E. Natof, "Complications Associated with Ambulatory Surgery," Journal of the American Medical Association, Vol 244, No. 10, September 5, 1980, pp. 1116-1113.

8"ACS Reports," <u>Bulletin of the American College of Surgeons</u>, Vol 66, No. 1, November, 1981.

⁹These standards were developed in part from the following source: Sharon M. Buske, "A Quality Assurance Program You Can Use," <u>Successful Management of Ambulatory Surgery Programs</u>, American Health Consultants, Atlanta, Georgia, 1981, pp. 309-363.

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15Tbid.

16 Presentation given by Richard O. Kraft, Clinical Professor of Surgery, University of Michigan Medical Center, to the AHA Ambulatory Surgery Seminar, October 29, 1981.

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20Lieberman, et al, p. 438.

21M. Dennis Barton, "Outpatient Surgery and Anesthesia," Primary Care, Vol 4, No. 1, March 1977, p. 184.

22Telephone conversation with CPT Mark Lenneville, Ambulatory Surgery Unit Administrator, Walter Reed Army Medical Center, Washington, D.C., March 8, 1982.

23_M. Dennis Barton, pp. 184-185.

²⁴R.K Dieter Haussman, Principal, Health and Medical Division, Booz, Allen and Hamilton, in a presentation to the AHA Ambulatory Surgery Seminar, October 30, 1981.

25Ibid.

²⁶Richard C. Kraft, AHA Ambulatory Surgery Seminar, October 29, 1981.

²⁷Interview with MAJ Aron Elteto, Chief of Anesthesiology and Operating Room, William Beaumont Army Medical Center, El Paso, Texas, March 18, 1982.

28 Patient responsibilities were developed from the following source: Douglas D. Hawthorne, "Management Forum: Patient Responsibilities," Same Day Surgery, May, 1979, pp. 56-57.

29Interview with LTC Ralph Earnest, Chief, Intensive Care Nursing Section, William Beaumont Army Medical Center, El Paso, Texas, January 27, 1982.

30LTC R. Alba, Chief, of Manpower/Survey Staffing Guides Branch, Force Development Division, Health Services Command, in a presentation given to the HSC Ambulatory Patient Care Conference, Fort Sam Houston, Texas, March 31, 1982.

31 Susan Ann Cox, "Perioperative Nursing in the Ambulatory Setting," Point of View, Vol 18, No. 4, 1981 (Published by Ethicon, Inc.)

III. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Ambulatory surgery has been proven to be safe and efficient medical practice, and has greatly proliferated in the civilian health care industry in recent years. This study has shown this to be a viable concept for WBAMC. Such a program could be implemented with very little financial risk. Further, it has been shown that ambulatory surgery will result in no significant loss in productivity in terms of MCCU credits.

The major strengths of ambulatory surgery do not rest so much with the number of positions that could be decreased since no manpower reductions are forecast. Rather, the major incentive for implementation at WBAMC is the tremendous potential it presents to alleviate the multiple problems created by nurse staffing shortages. As beds are freed by ambulatory surgery, existing nursing staff will become available to care for other patients.

While the proposed ambulatory surgery model does not by itself create additional surgical capacity, it does free beds that could be filled if a greater surgical capacity is developed through scheduling and operational improvements in the main OR. With the surgical backlogs that exist in different areas, higher surgical productivity, coupled with ambulatory surgery could increase the total reported workload by a significant amount.

Ambulatory surgery is a concept whose time has come for WBAMC. The response from the questionnaires to the various service chiefs indicates that such a program would receive wide acceptance and support from the medical staff. Due to the presence of a wide range of surgical specialties and large overall workload, WBAMC would be an outstanding site to test this innovative form of medical practice in a military setting. The implementation of the Army's first integrated ambulatory surgery program at WBAMC would further provide a fine example for other military hospitals in the development of similar programs.

Recommendations

It is recommended that the WBAMC Commanding General approve implementation of the proposed program. The CPS should appoint an ambulatory surgery executive committee, tasked with the responsibility of developing necessary SOPs; delineating specific staff responsibilities; preparing an approved list of procedures which are to be done on an outpatient basis when the patient's condition permits; educating the staff regarding the program; and monitoring both utilization and quality of the program.

Recommended committee members are:

- 1. Chief, Department of Surgery, Chairman
- 2. Chief, Department of Orthopaedics
- 3. Chief, Department of Obstetrics/Gynecology
- 4. Chief, Anesthesia Service
- 5. Head Nurse, ASNU
- 6. Administrator, CPS
- 7. Senior representatives from the following departments:

Patient Administration Division

Department of Radiology

Department of Pathology

An effective ambulatory surgery program requires extensive coordination among a number of different departments. Responsible department heads must devote special emphasis towards insuring that sound management principles, particularly those of planning and control, are properly implemented. The recommended committee should meet frequently during the early stages of program development and implementation. As preliminary system problems are resolved, the committee may elect to meet less frequently. The on-going responsibility of this committee will then be one of providing direction to the program, resolving problems, and monitoring the overall quality of patient care provided. This committee should report directly to the WBAMC Medical Care Evaluation/Quality Assurance/Utilization Review/Risk Management Committee on matters relating to quality assurance. Further, each participating department should incorporate ambulatory surgery into their existing Quality Assurance Programs.

In order to realize the full potential of ambulatory surgery, it is recommended that WBAMC conduct further studies designed to develop better scheduling and control procedures of the main OR facilities. Some specific areas recommended for study are the establishment of centralized scheduling, automation of OR scheduling, increased control of time allocated for procedures, and the development of policies for ambulatory surgery scheduling.

It is recommended that the Commanding General include ambulatory surgery in WBANC's strategic planning process. As the program proves itself successful, additional resources should be considered to allow for needed expansion. When conditions permit, the implementation of a free-standing facility should be seriously considered from either existing or newly constructed floor space.

APPENDIX A

List of Procedures

DAY SURGERY PROCEDURES

Antrostomy . Antral Window Arch Bars, Application, Removal Biopsy Neck Mass Caldwell Luc Cautery, Epitaxis Closed Reduction, Nose, Zygoma Ear, Microscopic Examination Ear, Removal Foreign Body Eardrum Cyst, Removal Esophageal Dilitation Inclusion Cyst, Excision Laryngoscopy Laryngoscopy (With Operative Procedure) Mouth Lesions, Biopsy, Excisions Myringoplasty Myringotomy (with or without Tubes) Nasal Foreign Bodies, Removal Nasal Fracture, Closed Reduction Nasal Fracture, Open Reduction Nasal Polypectomy Nasopharynx (Exam under Anesthesia) Otoscopy Otoscopy (With Excisions, Foreign Body Removal) Palate, Biopsy Palate Repair (minor) PE Tubes, Insertion, Removal Removal Choanal Polyps Rhinoplasty Septal Reconstruction/Septoplasty SMR Submaxillary Calculus, Removal Thyroglossal Duct Cyst, Excision Tongue, Biopsy, Excision Lesions Wedge Ressection Lip Wiring of Fractured Jaw

ENDOSCOPY Bronchoscopy Bronchoscopy (With Operative Procedure) Colonoscopy (With Operative Procedure) Colonoscopy Esophagoscopy Esophagascopy (With Operative Procedure) Esophac Agastroduodenoscopy Esophagogastroduodenoscopy (With Operative Procedure) Laparoscopy Laparoscopy (With Operative Procedure) Laryngoscopy ·Laryngoscopy (With Operative Procedure) Procto-Sigmoidoscopy Procto-Sigmoidoscopy (With Operative Procedure) Cystoscopy Cystoscopy (With Operative Procedure) Arthroscopy Arthroscopy (With Operative Procedure)

Cataract, Excision Chalazion, Excision Conjunctival Lesions, Excision Cryopexy, Eye Discission Ectropian or Entropian Repair Excision Lid Lesions Eve Exam under Anesthesia Eye Muscle Surgery (Bilateral) Eye Muscle Surgery (Unilateral) Iridectomy Lacramal Duct Probing Pterygium, Excision Repair of Lacerations Removal Foreign Bodies, Eye Suture, Removal

GENERAL SURGERY Abcess, I & D Anal Tag, Excision Basal Cell Lesions, Excision Brachial Cleft Cyst, Excision Breast Biopsy (Bilateral) Breast Biopsy (Unilateral) Breast Implant Insertion and REmoval (Bilateral) Breast Implant Insertion and Removal (Unilateral) Cervical Nodes, Excision Debridement of wounds Epigastric Hernia Repair Fistulectomy Foreign Body Removal without X-Ray Foreign Body Removal with X-Ray Frenulectomy-Tongue Ganglion, Excision Gynecomasta, Male Mastectomy (Bilateral) Gynecomasta, Male Mastectomy (Unilateral) Hemangioma, Excision Hemorrhoidectomy Hydrocelectomy Inguinal Herniorrhaphy (Infant Bilateral) Inguinal Herniorrhaphy (Infant Unilateral) Inguinal Herniorrhaphy (Adult Bilateral) Inguinal Herniorrhaphy (Adult Unilateral) Inguinal Exploration Inguinal Nodes, Excision Ingrown Toenails, Excision Keratosis, Excision, Currettage Lacerations, Repair, Revision of Lipoma, Excision Lysis of Adhesions Masses, Excision of small to medium size and area Melanoma, Excision Muscle Biopsy Orchiopexy Pilonidal Cyst, Excision Pedicle Graft, 2nd, 3rd Stage Repairs Plantar Warts, Excision, Fulgeration, Laser Excision

GENERAL SURGERY (Continued)

Rectal Biopsy Rectal Polypectomy Rectal Dilitation Removal Lesion with Skin Graft Scalene Node Biopsy Sebaceous cyst Excision Secondary Wound Closure Skin Graft Skin Lesions, Excision Stitch Granuloma, Excision Stoma Revision Suture Removal Temporal Artery, Biopsy Thyroglossal Duct Cyst, Excision Umbilical Herniorrhaphy Varicose Vein, Excision and Erasure Vermilleonectomy(Upper or Lower) (Both Lips) Lip, Wedge Ressection

GYN

Bartholin Cyst, Excision, I & D Cervical Cone Cervical Dilitation Cervical, Biopsy Cervical, Polypectomy Condylomata Accumulata, Laser Excision Culdacentesis Culdoscopy D&C, Polypectomy **D&C** D&D. Conization Episiotomy Repair of, Revision Exam (GYN) under anesthesia Hymeno tomy Hysterosalpingogram IUD, Removal Labial Lesion, Excision Laparoscopy-Diagnostic Laparoscopy, Bilateral Tubal Coagulation - Dilatation & currettage Laparoscopy, Bilateral Tubal Coagulation Low Voltage Laparoscopy, Bilateral Tubal Coagulation Perinorrhaphy, Mini A/P Repair Therapeutic Abortion - D&C Suction Tubal Insufflation

GYN, Continued

Vaginal Stenosis, Revision
Vaginal Tumor, Excision
Vaginoplasty
Vulvar Lesions, Biopsy
Vulvar Warts, Excision, Fulgeration, Laser Exc.

NEUROSURGICAL

Carpal Tunnel Decompression
Mortons Neuroma, Excision
Neuroma, Excision
Scalp Lacerations, Repair
Scalp Wounds, Secondary Repair, I&D
Temporal Artery, Biopsy
Ulnar Nerve Transfer

ORAL

Extractions, Full Mouth Extractions Partial Impacted Teeth, Removal Peridontal Surgery Restorative Dentistry

ORTHGPEDIC

Amputation, Toes, Fingers. Amoutation Revision, Arm, Leg Amoutation Revision, Toes, Fingers Arthrodesis Arthroplasty Arthroscopy- Diagnostic Arthroscopy, Operative Arthrotomy Arthrotomy with Arthroscopy Bone Graft - Toes, Fingers Bunionectomy - Bilateral Bunionectomy - Unilateral Bursae, Excision Carpal Tunnel Decompression Cast Change With Manipulation . Cast Change - Arm, Leg Closed Reduction Fracture with X-Ray Closed Reduction Fracture without X-Ray Exostosis - Excision Fingernail, Toenail, Excision Foreign Body Removal Ganglion - Excision Hammertoes/Tenatomies/Ressection of Bones Hand Surgery - Traumatic Repair Hand Surgery Reconstructive Hardware, Removal Manipulation Joints with X-Ray Manipulation Joints without X-Ray

ORTHOPEDIC Continued

Metatarsal Head, Excision Bilateral Metatarsal Head Excision Unilateral Morton's Neuroma Nerve Repair - with Microscope Nerve Repair - without Microscope Neuroma Open Reduction Fracture - with X-Ray - toes, fingers Open Reduction Fracture - without X-Ray - toes, fingers Olecranon Bursa, Excision Osteotomy Phalangectomy Plantar Wart, Excision, Fulgeration, Laser Excision Prosthesis Replacement - Toe Shoulder, frozen - Manipulation, Injection Signovectomy Tendon, Repair Tendon Sheath, Release Tenosynovectomy Trigger finger, Release Unlar Nerve Transfer **Z-plasty**

PLASTIC

Augmentation Mammoplasty (Bilateral) Augmentation Mammoplasty (Unilateral) Augmentation Mammoplasty with Reconstruction Bilateral Augmentation Mammoplasty with Reconstruction Unilateral Blepharoplasty - Upper and Lower Blepheroplasty - Upper and Lower Chin Prosthesis & Insertion/Removal Dermabrasion Flap, Revision Keloid, Excision Lipectomy Otoplasty, Bilateral Otoplasty, Unilateral Reduction Mammoplasty Removal/Exchange - Breast Implants Bilateral Removal/Exchange - Breast Implants Unilateral Rhinoplasty Rhydidectomy Scar Revision - Single Multiple Septoplasty- Nasal Septal Reconstruction/SMR Skin Graft - Full Thickness Skin Graft - Split Thickness Skin Lesions, Excision Suture Removal Vermilionectomy Wedge Resection Lip Z-Plasty - large, face etc Z-plasty - small- finger etc

UROLOGICAL

Circumcision - Adult
Circumcision - Pediatric
Cystoscopy
Cystoscopy with operative procedure
Cystometrogram
Cystometrogram with cystoscopy
Fulgeration Penile Warts
Hydrocelectomy
Meatotomy
Prostate Biopsy
Testicular Biopsy
Uretheral Dilatation
Vasectomy

SPECIAL CHARGES

Electroshock Therapy

Nerve Blocks - Intercostal

Nerve Blocks - Lumbar Sympathetic

Nerve Blocks - Stellate

APPENDIX B Physician Questionnaire (Blank)

AMBULATORY SURGERY QUESTIONNAIRE (Please Type or Print Responses)

1. The following procedures are those most commonly performed by my department/service at WBAMC. (Please feel free to include procedures not listed on the attached sheet).

	SURGICAL PROCEDURES	<u>APPROXIMATE</u>	MONTHLY CASELOAD
	a.		
	b.		
	c.		
	d.		
	e.		
	f		
	g.		
	h.		
the	Please list at least the top fo se procedures represent a signif		
2.	Do you have experience with an	organized ambulatory	surgery program?
	Yes		No
3. amb	If your response to question 2 was ulatory surgery which you consid	was yes, please list er to be positive or	those aspects of negative.
	Positive aspects:		

	Frequently	Occasionally
	Rarely	Never
Comments:		· •
5. Overall do be beneficial?	you feel that an organized a	mbulatory surgery program would
	Yes	No

6. If you desire to make any additional comments which would benefit this study, please make them below.

APPENDIX C

Request to Patient Administration Systems and Biostatistics Agency (PASBA)



DEPARTMENT OF THE ARMY WILLIAM BEAUMONT ARMY MEDICAL CENTER EL PASO, TEXAS 79920

HSHN-NEC

18 January 1982

SUBJECT: Request for Surgical Norkload Data

Commander
Patient Administration Systems
and Biostatistics Agency
ATTN: HSHI-QBS (Terri Beam)
Fort Sam Houston, Texas 78234

- 1. As a part of my academic requirements for the US Army/Baylor University Program in Health Care Administration I am conducting a study to determine the feasibility of implementing a formal Ambulatory Surgery Program at William Beaumont Army Medical Center (WBANC). In order to forecast the demand for such a program it is necessary to determine WBANC's past workload for various surgical procedures.
- 2. Listed at Inclosure 1 are the ICDA-9 coded procedures for which I request data. I would like the total number of cases, plus bed days, on a monthly basis from January 1980, to the most current month for which data are available. I would also like to have a column giving the total number of cases and bed days for each surgical procedure. Inclosure 2 is a recommended format, which may be varied to accommodate your computer programs.
- 3. Please note that I do not desire data to be reported on surgical procedures that were performed in conjunction with other procedures, unless this is specifically indicated at Inclosure 1.
- 4. From a telephone conversation with Mrs. Graves, I understand that you may be able to retrieve data for WBAMC surgical cases that resulted in a hospital stay of 1-3 days. Such data would be very valuable to this study. I request such data in any format you can provide, but preferably on a monthly basis by ICDA code. A format such at that at Inclosure 2 would be the most acceptable.
- 5. Once you have reviewed this request, please call me at Autovon 979-2401/2450/2203 with any questions. Address the completed project as follows:

Head quarters
William Beaumont Army Medical Center
ATTN: Administrative Resident (MAJ Koehler)
El Paso, Texas 79920

HSHM-NZC

SUBJECT: Request for Surgical Workload Data

6. I certainly appreciate your valuable service.

2 Incl

HAROLD C. KOEHLER

Major, MSC

Administrative Resident

RISQUESTED PROCEDURES

PLASTIC SURGERY

<u>3000</u>	SURGICAL PROCEDURES
5-875 5-874 5-873	Breast Surgery (Reduction, augmentation, reconstruction, etc)
5-090 5-096	Eyelid surgery (bleph., 'tarsəl földs, ptosis)
5-217	Surgery of nose (Rhino., septorhino, fractures)
5-900	Facial cosmetic surgery (Rhytido., chem peel, etc.)
5-901	Abdominoplasty
5- 898 5-27 5	Cleft lips and palate
5-891 5-893	Scar revisions (Including skin grafts and flaps)

ENT

5-203 5-194	Mastoidectomy and Tympanoplasty thru 5-195
5-281 5-282	Tonsillectomy and/or adenoidectomy
5-217	Septal reconstruction/Septoplasty SMR
5-200	Myringotomy (with or without tubes)
5-221 5-222	Sinus Surgery (Antral Window, Caldwell-Luc)
5-191	Stanedectomy .

ORTHOPAEDICS

•		•
5-782		Bunionectomies
5-813		Small joint arthoplasties
5-819		- mar James at constructing
5-043		Carpal tunnel release
5-822		Ganglion excision
5-802		
5-040		
5-051		
5-788		Hardware removal
8-837		Extension tendon repair
5-824-		
5-827	•	
1-697		Arthroscopy
		<u>OPHTHALMOLOGY</u>
5-144		Cataract extraction
5-145		catalact extraction
5-146		
5-100-		Muscle
5-109		
		•
5-125		Penetrating keratoplasty
5-096		Blepharoplasty
1-831		Probing of nasolacrimal system in children
		OBSTETRICS/GYNECOLOGY
5-663	•	Laparoscopic or mini lap sterilization
5-690		D & C (Therapeutic-Diagnostic)
5-753		Genetic Amniocentesis
5-671		Cervical Conization
3-918		Laser Therapy of Vulva, CX, and vagina
5- 690		Suction D&C for incomplete abortion

GENERAL SURGERY

5-530	Inguinal Herniorrhaphy (Adult unilateral)
5-511	Cholecystectomy
5-530	Pediatric herniorrhaphy
5-066	Thyroglossal duct cyst
5-883-	Excisions
5-712 5-909 5-243 5-091	5-242 5-112 5-261 8-186 5-860 5-612 5-641 5-884 5-712 5-181 5-631
	UROLOGY
6-652	Cystosopies (Ped) (Op procedure)
1-563	Prostatic biopsies
5-585	Urethral dilations
5-981 5-636	Vasectomies
	ORAL SURGERY
5-230 5-231	Removal of teeth
5-246 8-389	Application and removal of arch bars
5-784 5-785	Minor osteotomies
1-545 5-273	Biopsy or excision of lesions
	PERIPHERAL VASCULAR SURGERY
3-329	Angiography

APPENDIX D

Workload Data
(Includes Report 1, 2b and 3b)

Explanatory Notes:

- 1. Reports are as follows:
- a. Selected sole surgical procedures (Report 1) with pages a and b,
 Jan Jun and Jul Dec* and yearly total, respectively.
 - b. All surgeries with 1 to 3 days length of stay -

Report 2a - 3 digit codes for 1980 Report 2b - 4 digit codes for 1980 Report 3a - 3 digit codes for 1981 Report 3b - 4 digit codes for 1981

- 2. Surgical codes used are those published in the International Classi- \ fication of Procedures in Medicine (ICPM).
- 3. Report excludes carded for record only (CRO) cases.
- 4. Data exclude surgical procedures that were performed in another hospital or another facility, not a hospital.
- * 5. Data for December 1981 are not available at this time.

SOURCE: Individual Patient Data System (IPDS) (RCS MED-345)

PREPARED BY:
Department of the Army
US Army Patient Administration Systems
and Biostatistics Activity
HSHI-QBS 11 FEB 1982

Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Dec 80

	일	Jan	의 -	Feb.	묏	Mar	원 -	Agr. Bed	- 됩	ray sed	Junged	
	일	Days	일	USYS	일	Days Days	2	Ne Ye	일	nays	<u></u>	2
5875-Other repair and plastic operation on breast		1	•		ı	ŧ	m	31		4		~
5874-Reduction marmoplasty	7	11	7	12	1	,	-	m	m	14	•	_
5873-Augmentation mammoplasty	-	m		4	•		7	m	~	7	_	_
5090-Incision of eyelid	1			1	_	7	1	٠	ł	ı		
5096-Other repair of eyelids	4	=	~	9	'n	12	~	7	m	9	۲۷	_
5217-Repair, and plastic operations on nose	4	5 6	21	9	91	42	9	8	'n	77		
5900-Facial rhytidectomy	1	•	4	6	_	· •	•	•	m	21	-	
5901-Size reduction plastic operation	١	1	-	91	4		-	~	-		_	•
5898-Plastic operations on lip & external mouth	-	-	•		1		_	-3	-	m	1	
5275-Palatoplasty	_	•	1	•	_	4	,	1	1	1	1	
5891-Relaxztion of scar or contracture of skin	-	7	7	17	1	K	,	•	~	13	7	
5893-Other free skin grafts	1	1	7	7	1	۰,		t		29		
				•								
5203-Mastoidectomy	<u> </u>	ŧ	1		1	Ą	•	•	'n	•	•	
5194-Myringoplasty	1	•	•	ı	7	9	ı	1	_	~	~	
5195-Other tympanoplasty	7	•	1	t	1		ı	•	١	1	1	
5281-Tonsillectomy (w/o adenoidectomy)	7	•	7	78	s	19	7	21	<u>-</u>	19	7	
5282-Tonsillectomy with adenoidectomy			-	m	1		1	•	1		•	
5285-Adenoidectomy (w/o tonsillectomy)	1	•	•		ı	•		~	,	ı	7	
5200-Nyringotomy	7	4	е	4		ı	4	4	•	•		
5221-Intranasal antrotomy	•		•			•			1	1	1	
5222-External maxillary antrotomy	1	1	١	ŧ	-	•	1	ı	7	01	1	_
5191-Stapedectomy	~	4		ı	1	•	·	•	١	ı	1	
5782-Ostectomy for hallux valgus	7	8	7	•	-	7	4	7.7	<u>е</u>	•	١	
5813-Arthroplasty of foot and toe	-	7		••	_	7	•	1		•	1	
5819-Other repair of joint structure		1	ı	ŧ	١	•	,	1	•	1	1	
5043-Freeing of adhesions & decompression of nerve	5	2	е	7	٥	71	2	R	8	12	7	
3812-Excision of lesion of muscle, tendon & fascia	*	=	7	4	7	4	1	•	~	4	7	
	•	•										
cor-terrerou of destinction of region of lorur	-	7	•	ŧ	•	ŧ	,	ı	•	,	ı	

^{* *} See Motes at End of Report * *

Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Dec 80

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5874-Reduction marmoplasty		4	ŧ	1	m	26	7	27	7		_	~	77	971	_
5873-Augmentation mammoplasty	4	17	v	21	m	12	7	4	-	М		1	77	71	
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5096-Other repair of eyelids	7	S	4	∞	7	4	m	9	7	4	7	~	36	87	
521/-Kepair and plastic operations on nose	9	40	σ,	<u>ي</u>	~	39	•	54	9	77	×	22	80	412	
3900-racial rnytidectomy	1	1	•	•	7	2	*	81	~	ند.	~	4	15	83	_
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2020-Figstic operations on Lip & external mouth	ı	•	~	77	•	,	•	•	1	,	7	•	٢	38	
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Joys-Ciner Iree Skin Braits	1	1	m	94	-	81	-		-	91	•	,	•		
5203-Mastoldectomy		,	•	,	,	ı	1	1	۱,		-	-	-	=	
5194-Myringoplasty	7	9	_	4	ı	ı	7	7	•	,		. ~	٠ ۾	26	
5195-Other tympanoplasty		,	7	•	ŀ	ı		• •	1	,	٠,		4	2	
5281-Tonsillectomy (w/o adenoidectomy)	-	4	7	~ ©	9	23	"	12	7	•	•	,	. 2 2	143	
5282-Tonsillectomy with adenoidectomy	•	ı	-	7	1	•	-	7	~	4	•	,	•	12	
5285-Adenoidentomy (w/o tonsillectomy)	•	,	ı	ı	t	•	ı	,	1	,	7	4	~	17	
5200-Myringotony	~	9		~	-	-	7	7	•	m	"	4	22	28	
S221-Intranasal antrolomy	ı	,	ı	1	ı	1	ı	,	ı	•	•	•		1	
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5782-Ostectomy for hallux walgus	ı	,	ŧ	,	~	•	7	01	-4			•	1	50	
5813-Arthroplasty of foot and toe	1	,	-4	4	1	•	1	•		,	1	•	•	20	
5819-Other repair of joint structure	ı		•	•	1	•	1	•		39	•	•		33	
5043-Freeing of adhesions & decompression of nerve	4	2	'n	=	m	9	v	71	m	•	×	2	3	152	
5822-Excision of lesion of muscle, tendon & fascia	7	4	ŧ	1	t	,	1	,	-	7	•	1	2	2	
5802-Excision or destruction of lesion of foint	1	•	•		•	•	•		,		ı		•	•	
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^{* *} See Notes at End of Report * *

	Jan	e)	2	ر اه	쾬	ral S	됨	APT	Ð	Yey.	E S		
	:위	Days	8	Days	2	Days	유	Da7.2	2	Days	2	Days	
)	1)		
5040-blyislon and excision of nerve	•	ı	ı	ı	ı	•	1	•	1	,	•	٠	
5051-Sympathectomy	•	•	•	,	•	•	1	,	•	1	-	4	
5788-Removal of internal fixation appliance	4	14	m	70	. 4	18	~	13	4	7.1	~	11	_
5837-Other plastic operations on muscle, tendon		•	-	7	•	•	ı	1	•	1	•	1	
and fascia													
5824-Suture of muscle, tendon & fascia of hand	•	•	-	×	7	4	1	,	7	2	-	ş	
5825-Transplantation of muscle and tendon of hand	•	,	١	•	•	•	•	•	•	,	•	ı	
5826-Reconstruction of thumb		,	•	•	•	•	ŧ	•	ł	,	*	•	
5827-Plastic operation on hand with graft or implant	,	,	ŧ	,	1	,	ı	,	•	•	7	39	
1697-Arthroscopy	٠.	36	7	13	4	16	4	2	Ю	2	7	23	
5144-Intracapsular extraction of lens	9	2	15	Š	2	্ৰ	•	3	•	2	•	21	
5145-Extracapsular extraction of lens	,	•	٠	,	m	22	,	•	•	•	7	01	
	1	,	-	•		•	-	~	7	*	ı	•	
5100-Motomy and tenotomy of ocular muscles	ا 	•	•	•	•	•	1	1	•	1	١	•	
5101-Excision of ocular muscle or tendon	7	4	7	'n	-	**	4	•	•	•	7	4	
5102-Advancement or recession of ocular musela	-	7	ı	1		7	4	•	_	7	7	4	
5103-Transposition of ocular muscle	_	·	•	,	ı	•	ŧ,	,	•	•	•	1	
5104-Ocher shortening of ocular muscle	•	,	ŧ		ı	1	•	,	•	•		.1	
5105-Freeing of adhesions of ocular muscle		1	1	1	ı	Ļ	1	•	1	,•	٠	1	
5109-Other operations on ocular suscie	,	1	1	,	ı	. 1	١	•	•	1	•	1	
5125-Corneal transplant	•	ı	ı		ı	,	•	•	•	1	•	1	
1831-Probing of nasolacrimal duct	1	ı	t	•		•	ı	1		ı	7	7	
5663-Bilateral endoscopic destruction or occlu-	4	89	11	92	=	25	13	28	∞	16	•	12	
sion of fallopian tubes													
5690 Dilation and curettage (of uterus)	61	56	12	13	12	28	22	28	22	33	72	23	
5753-Amniocentesis		•	-	-	-	<u>-</u>	~	6	~	2	•	1	
5671-Contration of cervix	1	•	1	1	1	1	-	7	•	1	•	ı	
3916-Other application of laser beam	ı	ı	1	•	ŀ	1	•	•	•	1	•	,	
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Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Dec 80

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	5040-Division and excision of nerve	5051-Sympathectomy	5788-Removal of internal fixation appliance	5837-Other plastic operations on muscle, tendon	S824-Suture of muscle, tendon & fascia of hand	•	5826-Reconstruction of thumb	5827-Plastic operation on hand with graft or implant	1697-Arthroscopy .	5144-Intracapsular extraction of lens	5145-Extracapsular extraction of lens	5146-Other cataract extraction	5100-Myotomy and tenotomy of ocular muscles	5101-Excision of ocular muscle or tendon	5102-Advancement or recession of ocular muscle	5103-Transposition of ocular muscle	5104-Other shortening of ocular muscle	Sigs-freeing of adhesions of ocular muscle	5109-Other operations on ocular muscle	5125-Corneal transplant	1831-Probing of nasolacrimal duct	5663-Bilateral endoscopic destruction or occlu-	sion of fallopian tubes	3690-Dilation and cureftage (of uterus)	5671-Confracton of cervix	1918-Other application of laser beam	

^{* *} See Notes at End of Report * *

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Selected Sole Surgical Procedures, WRAMC, Jan - Dec 80

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1006-Excision of thiroglossal trace; 1	908-Excision of thyroglosasi trac: 308-5-Excision of thyroglosasi trac: 308-5-Excision of textuction of valva 308-5-Excision of dental lestion of size 309-5-Excision of destruction of section 309-5-Excision of destruction of section 309-5-Excision of destruction of size 309-5-Excision of destruction of corporations to produce male sterfile 309-5-Excision of orthodonic appliance 309-5-Excision of orthodonic a	5530-Repair of inguinofemoral hernia	71	28	14	97	21	3	16	76	91	2	•	3
1	931-Strpical toller of wound or infected tissue	Shows of thursdays trans	•	•	2	•	1	ŧ		•		•		•
999-Cher local excision or destruction of vulva	### State	5883-Sureical toilet of wound or infected tissue	_	m	4	.51	7	6	4	28	v	22	~	32
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2342-Excision of dental lesion of jaw 2342-Other operations on gum 2353-Distriction of lesion of solutions 2353-Distriction of lesion of solutions 2353-Distriction of units 2353-Dis	2342-Excision of densal leadon of jaw 2542-Cher operations on gum 2562-Local excision of lasion of breast 2564-Local excision of lasion of breast 2564-Local excision of destruction of sits and 2512-Excision or destruction of sits and 2512-Excision of lasion of conjunctiva 2512-Excision of destruction of scrotal lasion 2513-Excision of destruction of cooth 2513-Excision of control lasion 2513-Excision of cooth 2513-Excision of cooth 2513-Excision of cooth 2513-Excision of cooth 2513-Excision of orthodonatic appliance 2513-Excision of	5909-Other operations	•	1	•	•		•	•	•	t	•	•	١
2009-Excision or destruction of eyelid 2142-Other operations on gam 2242-Other operations of breast 2864-Occal excision of leadin of breast 2865-Excision of destruction of sixia and 5	909-Excision or destruction of eyelid 3242-Other operations on gum 3242-Other operations on gum 3242-Other operations on gum 3242-Other operations of serion of skim and 3251-Excision of faston of teston of serion. 3251-Excision of cyst of epididynis 3101-Excision of destruction of serion. 3101-Excision of serion. 3101-Excision. 3101	5243-Excision of dental lesion of jaw	•	•	1	•		•	١.	•	•	1	i	١
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Second S	Second S	5242-Other operations on gum	•	•	•	1	•	•	•	•	ŧ	•	1	i
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		Subcutaneous tissue												
		5631-Excision of cyst of epididynis	_	7	•	1	1	•	1	ı	•	•	٠	1
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		5261-Excision of lesion of salivary gland		,	ŧ		•	ı		•		~	•	١
		5641-Local excision or destruction of penis	•	•	1	,	•	•	1	١.	ŧ	1	•	•
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		ear												,
		8186-Removal of mail	-	A	ı	ı	ŧ	•	-	15	•	١	-	~
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		5585-Dilation of urethra	•	•	1	•	•			•	•	•	•	1
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		5230-Forceps extraction of tooth	•	•	11	2	7	162	-	27	1	1	•	•
		5231-Surgical removal of tooth	1	١	-	m	•	•	l,	•	-	**	1	•
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5784-Partial ostectomy	5784-Partial ostectomy	8389-Removal of other fixation	٠.	١:	1 (١,	١ -	1 5		١:	1 6	. :		۱ =
		5784-Partial ostectomy	-	=	•	3	•	₹	•	:	•	1	•	:

^{* *} See Notes at End of Report * *

Report 1

Selected Sole Surgical Diagnosis, WBAMC, Jan - Dec 80

5530-Repair of inguinofemoral hernia	125 SE 1	Days Days 2 63	12	Page 111	न्त्र है।	Sep Led Days	의 외 2 -	Per 8	회 의 = '	2 S .	회 되고	Peys S 12 12	173 W 193	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
5883-Surgical tollet of wound or infected tissue 5712-Other local excision or destruction of vulva and perineum 5909-Other operations 5243-Excision of dental lesion of jay	141 (1	= ''	41 11	N i	44 j	•N 11	• • • • • • • • • • • • • • • • • • •	40 1 1 2 -	N1 111	51 111	i i i	<u> </u>	Ww 114	No 110
5091-Excision of destruction of eyeld. 5242-Other operations on gum 5860-Local excision of lesion of breast 5864-Local excision or destruction of skin and subcutaneous tissue	4116	7 1 72	1 1 1 1 1 1	100	11,6	115	119	. 1 , %	110	1100	110	110	1 1 2 1	1 8 7
5631-Excision of cyst of epididymis 5112-Excision of lesion of conjunctiva 5612-Excision or destruction of serocal lesion 5261-Excision of lesion of salivary gland 5641-Local excision or destruction of panis 5181-Excision or destruction of lesion of external				11111		<u>,, , , , , , , , , , , , , , , , , , ,</u>		11111		-1111	111-11	111011		41.021-
8186-Removal of nail 1652-Cystoscopy 1563-Prostate 5585-Dilation of urethra 5981-Surgical operations to produce male sterili- zation 5616-Vasectomy	1 m 1 1 1	· #!!! !	n 1111 1	1	m N=11 1	m mmil i							. <u>.</u>	2 4411 1
5210-Forceps extraction of tooth 5211-Surgical removal of tooth 5246-Application of orthodontic appliance 8389-Removal of other fixation 5784-Partial ostectomy	1011-	19119	-0114	w~ 1 1 3		****	M 1 M			1111	N-116	4 7112	22-72	22-22

* * See Notes at End of Report * *

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Selected Sole Surgical Procedures, WBAMC, Jan - Dec 80

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5785-Total ostectomy	1	ı	1	ı	•	•		•	-	7	•	
1545-Surgical biopsy, mouth, other	-	٠	1	•	1	,		1		t	ŧ	
5273-Excision of other parts of the mouth	•	!) 	•	t	•		•	•	•	•	
3329-Other arteriography (angiography) of thorax	•	•	1	,	-	•	•	•	-	6	~	
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Report 1

Salected Sola Surgical Procedures, WBAMC, Jan - Dec 80

•		5785-Total ostectomy 1545-Surgical biopsy, mouth, other 5273-Excision of other parts of the mouth	3329-Other arcarlography (anglography) of thorax
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Report 1

Selected Sole Surgical Procedures, WAAMC, Jan - Nov &!

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of eyelids astic operations on nose actory n plastic operation tions on lip & external mon scar or contracture of ski in grafts (u/o adenoidectomy) with adenoidectomy (u/o tonsillactomy) trotomy llary antrotomy hallux valgus of foot and tos of foot and tos of loiat structure hasions & decompression of esions of muscle, tendon & se	1873-Augmentation mampolasty	•	16	~	2	7	•	-	7	•	ı	•	
of eyelids astic operations on mose actomy n plastic operation tions on lip & external mon scar or contracture of ski in grafts (u/o ademoidectomy with ademoidectomy (u/o tonsillactomy) trotomy liary antrotomy hallux valgus of foot and tos of foot and tos of joint structure hasions & decompression of esion of muscie, tendon & se	1090-Incision of eyelid		•	,			٠;		١;	• •	١:		
astic operations on mose actomy n plastic operation tions on lip & external more scar or contracture of ski in grafts fu/o adenoidectomy with adenoidectomy (u/o tonsillactomy) trotomy llary antrotomy hallux valgus of foot and tos of foot and tos of foot and tos tesions & decompression of esions & decompression of esions of muscle, tendon & se		-	•	- ·	۲,	<u></u>	2:	•	2,	^ `	:	٠.	•
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	5195-Other tympanoplasty	•	•	1	1	,	7.7	-	7				•
	5281-Tonsillectomy (w/o ademoidectomy)	-	7	•	78	~	53	-	•		•	•	_
	5282-Tonsillectomy with adenoidectomy		~	1	ŧ	1		1	•	7	•	•	
	5285-Adenoidectomy (w/o tonsillactomy)	•	•	1	1	1-1	1	1 (١.	1 -		
	5200-Hyringotomy	<u> </u>	~	7	7	7	7,	×	7	•	•	•	
	5221-Intransel antrotomy	•	•		1			٠,٠	١,	٠.	71	1	
	5222-External mexillary antrocomy		• •	- ·	n Ç	1 (. (٠ ۱	• 1	-		•	
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	5782-Ostectomy for hallux valeus		•	١	•	-	4	-	•	m	=	11	_
	5813-Arthroplasty of foot and toe	• —	•	ì	•	,	•	~	•	1	•	ŧ	
	5819-Other repair of joint structure	•	1	•	1	1	•	7	32	•	•	•	•
5022-Excision of lesion of muscle, tendox 6 fascia - 1 2 2 6 - 2 7		*	11	-	m	•	×.	•	13	1	•	11	_
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Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

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^{* *} See Notes at End of Report * *

Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

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5040-Division and excision of nerve		•	ı	1	ı	,	1	. 1	-	2	•	•	
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cast_c.r.r. of miscle tendon & fascia of hand	-	-	1	ı	-	7	-	`	1		• (1 1	
ARTS-Transplantation of muscle and tendon of hand	1,	ı	~ 4	∞	ı	1	ł				1 (•	
5826-Reconstruction of thumb	, 1	i	1		,	ı		1 1		1 1	•	•	
5827-Plastic operation on hand with graft or implant	•	ı	١-	1 4	۱ -	۱ ۲	1 1		-	7	7	8 1	•
1697-Arthroscopy	•	4	, ,	>	•				,				
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5146-Other cataract extraction	1		•	٠.	1			•	1	1	•	•	_
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5102-Advancement or recession of ocular musc.e	1	1	• 1	; '		1	• •	•	•	ı	•	•	
5103-Transposition of ocular muscle		• (ŧ	•	,-	7	•	ı	•	•	_
5104-Other shortening of ocular muscle	1 4	1	۱ <u>ځ</u>		ł	Į	•	,		1	1	1	
5105-Freeing of adhesions of occurat museum	•	ŧ	١	•			1	,	-	-	۱,	, .	
Sloy-other operations on ocular master	١	•	١	•	•	,			• •		- 4	٠ ٦	
3123-Corneal transpient		-	٠	•	4	4	74	7	7	,	٠	•	
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sion of fallopian tubes	,	;		ç	;	72	~	29	91	31	71	36	
5690-Dilation and curettage (of uterus)	* 1	71	77	3 (; ~	3 ~	9 m	:=	m	n	S	S	
5753-Amniocentesis	•		1	•	• •	1	•	1	١	ı	1	•	
3671-Contracton of cervix	١	•	١	•	1	ı	ı	1	t	1	•	•	
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Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

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Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

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5530-Repair of inguinofemoral hernia	•	79	14	74	12	65	15	53	17	77	12	87
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5909-Other operations	1	1	_	~	ı		•		ı			
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5091-Excision or destruction of eyelid					۰.			8 (-• 1	7	1 c	١;
5242-Other operations on gum		•	•	 I	• (• 1))	•		4	*
5860-Local excision of lesion of breast	_		·		- ۱		٠ -				•	ı
3884-Local excision or destruction of skin and	<u></u>	. 91	7	33	•		- 7) W	1 0	- 2	1 "	I «
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8186-Removal of nail					•	•						
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1652-Cystoscopy	_	m	-	٠	-	10	-		-	~	•	•
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5585-Dilation of urethra	•	•		•	•	-	. (• 1	`	٠.	•
5981-Surgical operations to produce male sterili-	1	•	1	ı				1		•	٠,	4 1
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8389-Removal of other fixation	• •	1 1			۱ ،		1 (1 1	•	1		ı
5784-Partial ostectomy	m	ង	-	4	4	28	•	37	, 4	- 41	. ~	1 %
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* * See Motes at End of Report * *

Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

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Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

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3329-Other arteriography (angiography) of thorax	1	ı	ŧ	ı	1	•	•	1	•			•
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Report 1

Selected Sole Surgical Procedures, WBAMC, Jan - Nov 81

Aug. Sep. Bed . Bed .	No Days No Days No Days No Days N		
		5785-Total ostectomy 1545-Surgical biopsy, mouth, other 5273-Excision of other parts of the mouth 3329-Other avteriography (angiography) of thorax	

Pootnotes:

- 1. Surgical code 5981 (Surgical Operations to Produce Male Sterilization) was not used by the Army after June 1980.
 - . Days used were bed days this MIF.
- . Dash (-) indicates zero frequency.
- 4. Procedures applicable to more than one of the requested groups appear only in the first reporting group.

SOURCE: Individual Patient Data System (IPDS) (RCS MED-345)

PREPARED BY:
Department of the Army
US Army Patient Administration System
and Mostatistics Activity
BESI-(RS 11 FEB 1982)

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Report 2b	H OF STAY	FREQUENCY		35	16	•	2				•	2		1.1	12	12	26	1		62
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	268	57.85	TOTAL OSTECTOMY
	269	82.28	REHOVAL INTERNAL 15 FIXATION APPLIANCE
	270	5790	CLOSED REDUCTION, FRACTURE WITH INFERNAL FIXATION
	27.1	5791	OPEN REJUCTION OF FRACTURE
	272	5792	OPEN REDUCTION OF 6 FRACTURE WITH IN- TERNAL FIXATION
	27.3	5616	TOTLET OF OPEN B
	- 274	41	OPEN REDUCTION OF 2
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	276	5001	DIVISION OF JOINT 3 CAPSULE, LIGAMENT , OR CARTILAGE
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PAGE 21 SURGICAL PROCEDURES MILLIAM BEAU	HITH 1 TO 3 DAYS	LENGTH OF STAY.	PRCGRAP ID S349
INCI DENCE SURG CODE	11116 (1094)	FREQUENCY	,
346 6169	OTHER ASPIRATION OF FLUID		
347 6179	OTHER SYRINGING OR IRRIGATION		
348 8182	DERMABRASION		
349 6185	OTTER REHOUAL OF SKIN BLEHISHES	•	
354 6186	KEROVAL OF MAIL		
351 8190	HEUND CLEANING HOS		
352 6206	CLOSED REDUCTION OF FRACTURE OF MASAL BONE		
353 6202	CLOSED REDUCTION.		
354 6203	CLOSED REDUCTION.		
355 6205	CLISED REDUCTION, FX LOWER LEG, FOOT		
356 4209	CLISED REDUCTION, DISLOCATION, JOINT		
357 0225	DILATION OF BOWEL OR ARTIFICIAL ANUS		
356 6259	LATTON NOS		
359 6310	APPLICATION OF		
360 6319	CAST OR PLASTER IN13BILIZATION	27.	
361 6324	SPLINTING FOR FEACTURE		
362 8329	OTHER SPLINTING FOR INNOBILIZATION	2	
363 6334	HEATING OF TEETH		•
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22 SUPGICAL	PROCEDURES WITH 1 TO 3 DAYS LENGTH OF STAY WILLIAM BEAJHONT ARMY MEDICAL CENTER CY 80	5349
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364 8389	REMOVAL OF OTHER 1	
365 8400	INFIXED BONE PIN 1	
366 8412	OTHER CERVICAL 1 TRACTION	
367 8430	BALANCED SUSPENSON 9	
368 84.3	CERVICAL COLLAR FOR HEAD TRACTION	
369 8460	REHOVAL OF INFIXED 1 BONE PIN	,
370 6472	TRACTION FOR CLOSED FRACTURE	
371 8474	TRACTION FOR 2 DISLOCATION	
372 8479	TRACTION OTHER AND 3	;
373 8564	FICTAL LIMB	; ;
374 8570	INJECTION INTO	
375 65.50	INJECTION INTO 1	
376 8587	INJECTION INTO 1 OTHER SPECIFIED TISSUE	
377 6620	PHOTOTHERAPY 14	
378 6640	EXTERNAL ELECTRODE 13 SIEMULATION	
379 6651	ENERGENCY PACE- 5 HAKER	
388 6769	TRACHEAL INTUBA- 3	:
361 6710	MESHANICAL	

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нЙ	INCIDENCE SURG CODE	TITLE (ICPM)	FREQUENCY	
382	8863	REPLACEMENT	T	
363	8813	DRIED PLASHA INJECTION		
304	8630	ARTERIAL CATHETER- IZATION OR CANNU- LATION		·
385	0.633	CATHETERIZATION OF UMBILICAL VESSEL		
386	.8635	CUT-DOWN VENOUS CATHETERIZATION OR CANNULATION		
387	8851	OPERATIVE EXTERNAL CIRCULATION	1	•
388	8853	HEMODIALYSIS	11	
369	6697	REMOVAL OF SUTURE OR CLIPS FROM SKIN MCUND	2	
390	8961	HEART DURING FETAL	13	
391	0569	CLI NI CAL MONIT ORING		
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* * See Notes at End of Report * *

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PAGE 11 SURGICAL PROCEDURES WITH	DURES WITH 1 TO 3 DAYS LENGTH OF TAY N BEAJHONT ARMY MEDICAL CENTER
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302 5660	LOCAL EXCISION OF LESION OF BREAST	2	
303 5671	HASTOTOMY		;
304 5672	OPERATION	2	:
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306 5674	REDUCTION MAMKOPLASTY		,
307 5675	OTHER REPAIR AND PLASTIC OPERATION ON BREAST	14	
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PAGE 19 SURGICAL PR	PROCEDURES WITH 1 10 3 DATS LENGTH OF STATEMENT OF STATEMENT OF STATEMENT ARMY MEDICAL CENTER	:
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316 5894	CUTTING AND PREPA- 2 RAFION OF FLAP OR PEDICLE GRAFT	
319 5895	ATFACHMENT TO HAND OF FLAP OR PEDICLE GRAFT	
328 5900	FACIAL AHYII- 5	•
321 5969	OTAER OPERATIONS 1	: :
322 5912	PERINEAL CAUTERIZA 1	
323 5969	OFFICE CYTOTOXIC 30	
324 5970	INTRAVENDUS SCLERO 1	· ·
325 5962	OPERATIONS FOR PREVENTIVE PURPOSE	·
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	333 6141	CATHETERIZATION		
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349 6208	CLOSED REDUCTION OF OTHER FRACTURE	
350 6209	CLOSED REDUCTION, 9 DISLOCATION, JOINT	
351 8217.	MANIPULATION UNDER 1	
352 6225	DILATION OF BOWEL 1 OR ARTIFICIAL ANUS	
353 8310	APPLICATION OF 65	
354 6313	REPLACEMENT OF 3	
355 6319	CAST OR PLASTER '55 IMMOBILIZATION	: : : : : : : : : : : : : : : : : : : :
356 6321	SPLINTING OF FINGER	
357 . 6324	SPLINTING FOR FRACTURE	:
6 6330	EXTERNAL FIXATION 1	
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362 . 6472	CLOSED FRACTURE	
363 8474		
364 8504	CONTROL OF VACINAL 1	•
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366 8585	INJECTION INTO 1 MUSCLE, TENDON OR BURSA	
367 65 87	INJECTION INTO OTHER SPECIFIED TISSUE	
368 . 8620	PHOTOTHERAPY 9	
369 8640	EXTERNAL ELECTRODE 10	
370 6651	ENERGENCY PACE- 6 HAKER	
371 8700	INSERTION OF ENDO	
372 6709	TRACHEAL INTUBA- 6	
373 4710	VENTILATION	e.
374 6605	TRAMSFUETON OF 1	
375 6630	ARTERIAL CATHETER- IZATION OR CANNU- LATION	
376 6631	CANNULIZATION	
377 6634	VEROUS CATHETERI-	

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(PROCRAM ID \$349 Due to the large number of procedures involved, data are not presented on a monthly basis and no days are included Report 3b SURGICAL PROCEDURES WITH 1 TO 3 DAYS LENGTH OF STAY FREQUENCY SOUNCE: Individual Patient Data System (IPDS) (NCS NED-345) CUT-DOWN VENDUS CATHETERIZATION OR CAMNULATION REPLACEMENT OF SUB GENERATOR, BATTERY MONITORING FETAL HERRT DURING LABOR PLETHYSHOGRAPHIC MONITORING TITLE (ICPM) HENODIALYSIS CY 81 PERITONEAL DIALYSIS TOTAL US Army Pacient Administration Bys Department of the Army INCIDENCE SURG CODE 370 .. 6635 6663 1169 360 ... 6860 361 0661 4961 379 382 PAGE 23

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APPENDIX E

Proposed Procedural Guide for WBAMC Ambulatory Surgery Program

PROPOSED PROCEDURAL GUIDE FOR WBAMC AMBULATORY SURGERY PROGRAM

I. OBJECTIVES.

The purpose of the Ambulatory Surgery Program is to provide a flexible, effective, and safe means by which patients not otherwise requiring hospitalization can receive necessary surgery on an ambulatory basis, and not remain in the hospital overnight. The primary goal of this program is to remove certain categories of surgical patients from beds in an effort to more efficiently utilize existing hospital resources and staff.

II. PROGRAM DESCRIPTION.

The Ambulatory Surgery Program will be integrated into the existing facilities. A separate ambulatory surgery nursing unit (ASNU), organized under the Department of Nursing, will be established on Ward 10 East, and will provide the necessary nursing and administrative services to patients enrolled in the program. Program events are divided into three different days: Day of Referral, Day of Pre-anesthesia Interview; and Day of Surgery. Specific events and responsibilities will be discussed below. Patients will be formally admitted to the hospital, but will not remain overnight under normal circumstances.

III. PROGRAM ADMINISTRATION.

A. An ambulatory surgery executive committee will provide overall direction and supervision to the program.

B. Committee members are:

- 1. Chief, Department of Surgery, Chairman
- 2. Chief, Department of Orthopaedics
- 3. Chief, Department of Obstetrics/Gynecology
- 4. Chief, Anesthesia Service
- 5. Head Nurse, ASNU
- 6. Administrator, CPS
- 7. Senior representatives from the following departments.
 Patient Administration Division
 Department of Radiology
 Department of Pathology

C. Committee responsibilities are:

- 1. Directing/supervising program.
- Formulating/maintaining a current list of approved ambulatory surgery procedures. (Clinical chiefs only)
- 3. Establishing patient selection criteria.

- 4. Problem-solving.
- 5. Monitoring quality/utilization.
- 6. Staff education.
- 7. Reporting to hospital-wide Quality Assurance Program.

IV. SELECTION OF PATIENTS

Only ASA Class I and II patients will be considered for program enrollment. The attending physician is responsible for making patient selection. Single patients living alone or in a barracks will not normally be enrolled.

V. CONTINUING EDUCATION FOR ASNU EMPLOYEES

The Chief, Department of Nursing will be responsible for continuing education. Other participating departments will assist as necessary.

VI. MEDICAL STAFF PRIVILEGES

Medical staff privileges for ambulatory surgery remain unchanged from existing credentials. Each participating physician will receive a thorough briefing in ambulatory patient requirements and system policies/procedures.

VII. TASKS AND RESPONSIBILITIES

Tasks and responsibilities of those associated with WBAMC's ambulatory surgery program, listed in approximate chronological order are as follows:

A. DAY OF REFERRAL

- 1. Physician: upon determination that a patient is eligible for ambulatory surgery (ASA Class I or II patients), the following actions must be completed prior to referral.
 - a. Establish firm date and time for the surgical procedure.
- b. Complete the following forms and give to the patient with instructions as to where each is to be taken:
- (1) IAS Admission Record (HSC Form 348R), blocks 1 thru
 7. Take to Admission and Disposition Office, Patient Administration Division.
- (2) All required requests for pre-operative testing. To be taken to the appropriate testing area. Completed tests are to be forwarded to Ward 10 AS.
- c. Complete the following forms and forward to the Ambulatory Surgery Nursing Unit (ASNU).
- (1) Standard Form 539, Abbreviated Medical Record. This form can be used only for ASA Class I patients. ASA Class II patients require the same forms used for surgical inpatients.

- (2) Standard Form 522, Request for Administration of Anesthesia and for Performance of Operations and Other Surgical Procedures. A brief description of the surgical procedure should be written in terms understandable to the patient. This consent form must be signed by the physician, indicating that the patient has been counseled for the specific procedures noted. The patient and one witness must also sign the operative permit.
- (3) DA Form 4107, Operation Request and Worksheet. This form is used to request instruments, sutures, type of preparation required, and any special instructions. Scheduled date and time of the procedure must be entered.
- (4) Standard Form 517, Pre-anesthetic Summary. Referring physician completes and signs the front side only.
- 2. Referring Clinic Clerk/Secretary: will insure that all necessary ambulatory surgery forms have been properly completed and assembled. Insures that the patient has received the required requests for diagnostic testing. Proper entries will be made to the clinic's projected OR schedule. A telephone call will be made to the ASNU clerk prior to the patient leaving the clinic to advise of the referral. In the event a referral is made late in the day, it may be necessary for the day of referral activities to be postponed to another day. The clinic clerk/secretary is responsible for handcarrying required forms to the ASNU clerk not later than the day following the referral.

3. PAD Admissions Clerk:

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- a. Complete all required pre-admission forms IAW PAD Standing Operating Procedure 3.
- b. Place the pre-admission package in a manila folder and instruct the patient to handcarry the folder to the ASNU, located on Ward 10E.
- c. Advise the patient that a one day per diem charge will be made (give amount for type of patient), which will automatically be billed to patient's mailing address, unless patient elects to make payment upon discharge.
 - d. Instruct patient to leave all valuables at home if possible.

4. Ambulatory Surgery Nursing Unit:

a. Head Nurse (or designee):

(1) Determine patient's day and time of surgery and the type of procedure to be performed.

- (2) Establish pre-anesthesia interview appointment (NLT 24 hours prior to the surgery).
- (3) Review pre-admission file for completeness and give to ward clerk for processing.
- (4) Orient patient to the ASNU and conduct pre-operative nursing assessment and teaching; provide appropriate written instructions. (NOTE: pre-operative assessment and teaching can be performed on the day of pre-anesthesia interview, if desired.)
 - (5) Make preliminary nursing assessment notes.
- (6) Instruct patient to report to ASNU to pick up file prior to pre-anesthesia interview.

b. Ward Clerk:

- (1) Responsible for coordination of schedules with the referring clinic. Advise clinic if a proposed day of surgery cannot be accommodated by the ASNU.
- (2) Responsible for picking up all pre-admission packages in the PAD at least once per day. Separate files are to be maintained on each patient, suspensed to the day prior to pre-anesthesia interview.
- (3) Maintain a checklist of forms received and/or required for each patient. Insure that all required forms are on hand not later than the day prior to the scheduled pre-anesthesia interview. This is critical since the anesthesiologist/nurse anesthetist must review the forms during the interview.

B. DAY OF PRE-ANESTHESIA INTERVIEW

1. Ambulatory Surgery Nursing Unit:

a. Head Nurse.

- (1) Reiterate any pertinent pre-operative instructions; answer any questions.
- (2) Instruct the patient as to the time he/she is to report to the ANN on the day of surgery.
- (3) Instruct patient to report to anesthesia interview area with file.

b. Ward Clerk.

(1) Provide patient his/her file after insuring completeness.

(2) Collect all patient files from the OR office at the end of the shift and re-file suspensed to day of surgery.

2. Anesthesiologist/Nurse Anesthetist:

- a. Perform examination on any patient scheduled for general anesthesia.
- b. Make judgment concerning suitability of patient for general anesthesia in the ambulatory setting, contacting surgeon if this judgment is negative.
 - c. Arrange alternative measures when necessary.
 - d. Complete pre-anesthetic summary (SF 517), as required.
 - e. Provide indicated pre-anesthesia counseling.

C. DAY OF SURGERY

1. ASNU Staff (For Reception/Preparation):

- a. In-process patient
 - (1) Review file for completeness:
- (2) After making positive identification, affix patient identification bracelet.
 - (3) Notify PAD of admission.
 - (4) Escort patient to preparation/gowning area.
 - b. Assist patient in gowning as necessary.
 - c. Accomplish pre-operative preparation of patient as required.
- d. Hold patient until the appointed time for transfer to the main OR suite. NOTE: Patient may have visitors while in the holding area.
 - e. Transfer patient at appointed time.
 - f. Direct patient's family/visitors to appropriate waiting area.
 - 2. Operating Room Staff: No change to existing procedures.
- 3. Recovery Room Staff: No change to existing procedures. Ambulatory surgery patients are to be transferred to the ASNU (Ward 10E) for second stage recovery and discharge when post anesthesia recovery (PAR) criteria are attained.

4. ASNU Staff (For Recovery/Discharge)

- a. Place the patient in the second stage recovery area and reunite patient with family/friends.
- b. Closely monitor patient's recovery process and note when the various discharge criteria have been accomplished by the patient. The following criteria are recommended and may be amended by proper medical authority:
 - (1) Vital signs stable
 - (2) No nausea or vomiting
 - (3) No undue pain
 - (4) Minimal or no drainage is seen on dressings
 - (5) Patient can ambulate
 - (6) Patient can tolerate fluids
- (7) Responsible adult is available to transport and remain with patient overnight
- c. Conduct post-operative training and provide patient with appropriate post-operative literature.
- d. Advise patient to call the WBAMC Emergency Room during nonduty hours, or the ASNU during duty hours, should questions or problems arise.
- e. When discharge order is written, assist patient in dressing as required.
- f. Instruct family member to present any prescriptions to the main pharmacy prior to discharge.
- g. Escort patient to appropriate hospital entrance. Patients may pay their bill at the Treasurer's Office at this time if they desire. NOTE: All patients other than infants/small children should be taken to the discharge point in a wheelchair.
 - h. Notify PAD of discharge of patient.
 - i. Make followup phone call the day following surgery.

5. Physican:

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a. Conduct post-operative physical examination of patient.

- b. Write discharge note and provide patient with any required drug prescriptions.
 - c. Emphasize any post-operative precautions deemed necessary.

6. Ward 10E Secretary:

Transfer ambulatory surgery patient records to PAD in accordance with existing procedures for other inpatient records.

APPENDIX F

Proposed Schedule X

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Professional Services	Dept of Nursing	Med/Surg Nursing	Ward 10 ASNU		•

Mursing personnel will process the patient Patients will be of all ages, Provides nursing care to patients treated in the Ambulatory Surgery Program. and will undergo general anesthesia in the majority of all cases. DESCRIPTION OF WORK PERFORMED

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SECTION D. SPECIFIC REMARKS

approximately 100 patients per year are projected for this mode of treatment. This represents a very conservative estimate, and would be expected to increase once the program becomes well established. Following referral into the ambulatory system by the physi-1. Local appraisal must be used since no similar unit exists within the Army. 2. a. Ward 10 ASNU will be located on Ward 10 East, but will be providing a distinctly separate mission from this ward's existing mission which will continue. ASA Class I and II patients requiring certain minor/elective operative recovery, and pather teaching missions. Existing equipment and facilities would be used. The unic feature of this system is that certain pre-operative and post-operative functions would be accomplished on an cian, Ambulatory Surgery Newring Unit (ASNU) would assume the coordinating, processing, second stage postoutpatient basia, thus freeing existing nursing staff to care for more complicated cases. procedures would be treated on an outpatient basis.

This will allow sufficient time for post-ane thesia recovery and discharge Monday thru Friday from 0700-1630, with surgical procedures being accom-Unexpected complications would result in the patient being transferred to the appropriate plished from approximately 0800-1200. The ASNU would be operation.

the same day. surgical ward.

dered n ssary for workload accounting purposes. Precedence for this admission policy is the ambulargery program at Walter Reed Army Medical Center. hese patients are treated on an outpatient basis, a formal admission would be required. Althoug tory

The civilian sector has learned that the presence of registered nurses is vital to the successful registered nurse. Additionally, a specific request for civilian nursing assistants is made in order to provide d. While the patient will be in the hospital cnly a short time, it is a very intense time since those functions previously conducted over a course of two to three days will now be done in a matter of hours. The patient is required to take on additional responsibility for self-care and will require additional counseling operation of an ambulatory surgery program. It is imperative that the WBAMC ASNU be directly supervised by a continuity to the program. and teaching.

The proposed responsibilities for each of the requested positions are as follows:

sures that an effective patient teaching program is conducted. Plans and conducts appropriate inservice training a. HEAD NURSE - Responsible for the operation and administrative management of the ASNU. Coordinates the goals and objectives of the unit with the Ambulatory Surgery Steering Committee and the Department of Nursing. Insures the smooth and efficient flow of the patient through the ambulatory surgery system. Introduces and establishes new procedures, routines, and/or policies as indicated. Coordinates unit operations with referring clinics, Anesthesia Office, Operating Room, and other services as needed. Interprets, clarifies, and executes NURSING ASSISTANT - Performs a variety of complex nursing care tasks involving extensive standardized orders of medical officers. Evaluates nursing effectiveness and makes appropriate changes when required.

c. MEDICAL CLERK - Performs receptionist, recordkeeping and clerical duties related to patient treatment in the ASNU. Coordinates scheduling of the patient into the ASNU with referring clinics. Assembles and maintains patient records in the prescribed format. Coordinates admissions and discharges with Patient Administration durse. Performs assigned housecleaning tasks. Escorts patients to appropriate hospital exit when discharged. patient for surgery and provides routine pre- and post-operative patient instruction as directed by the Head procedures requiring knowledge and consideration of specific patient conditions and treatments.

Checks contents of medical records to insure completeness prior to anesthesia interview, surgery, and discharge of patient. Prepares discharge paperwork for patients including making followup appointments, preparcorrespondence, or time schedules as directed by the Head Nurse. Performs other clerical duties as directed. ing clearance sheets, prescriptions, and gives necessary directions to the patient. Type necessary reports, Division.

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